

OCTOBER 1, 1936

★ TWENTY CENTS

# Sales Management

- ★ How to Hold—and How Not to Hold—Efficient Board Meetings—by S. Norvell
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- ★ America Buys More "on Time"—But Pays More Promptly Too—by L. M. Hughes
- ★ How Old Is "Too Old" in Employing New Men for Jobs in the Sales Department?
- ★ Marketing Flashes—Advertising Campaigns—Sales Letters—Washington Report

THE MAGAZINE OF MODERN MARKETING

# Printed Display and Window Display

GLARE is the enemy of advertising! It robs window displays of effectiveness, magazine pages and mailing pieces of readers. For when strong light shines on plate glass or glaring printing papers it causes reflections which reduce visibility and discourage lookers.

## FOR NON-GLARE WINDOWS—INVISIBLE GLASS

To overcome glare many merchants are, at great cost, replacing flat plate glass with new concave glass which eliminates reflections under all conditions. Advertisers are even more fortunate! For the development of Kleerfect and Hyfect has eliminated glare in printed displays at no extra cost.

## FOR NON-GLARE PRINTING—KLEERFECT AND HYFECT

Kleerfect and Hyfect are the two modern printing papers scientifically designed to banish light reflections from the pages of magazines, booklets and catalogs. Their surfaces have been processed to absorb glare... their neutral color is the result of tests made to establish the shade of white which is easiest on the eyes and provides the most perfect background for all types of illustrations in any number of printed colors.

## TRULY BALANCED PAPERS

Costing no more than just printable papers, Kleerfect and Hyfect offer in addition to freedom from glare the four other qualities essential to fine printing at low cost: the printing qualities of both sides are identical; they possess unusual opacity, correct ink affinity and remarkable strength.

If you are not already informed on how much



readability Kleerfect and Hyfect will add to your mailing pieces, catalogs, and advertisements, write our advertising office in Chicago. We will send samples of printing on Kleerfect and Hyfect. For estimates proving how much these two papers will save on your present printing costs, talk to your printer.

*These unretouched photographs show the effect of glare. The photo at the left was taken at noon when reflections made it almost impossible to see the merchandise. On the right the same window taken at night! Note the difference. Such distorting glare has its counterpart in advertising.*



*This advertisement is NOT printed on either Kleerfect or Hyfect.*

**KIMBERLY-CLARK CORPORATION**

ESTABLISHED 1872

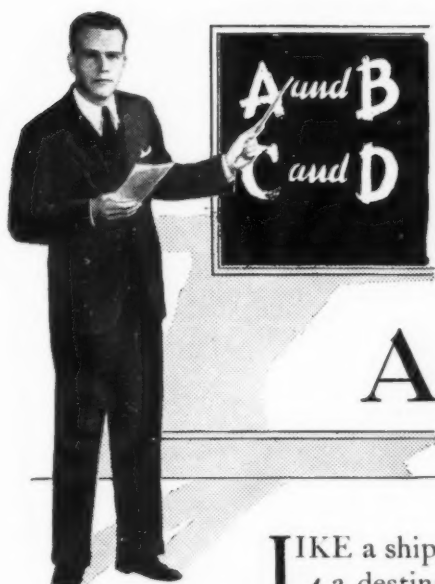
*Kleerfect kind to your eyes Hyfect*

THE PERFECT PRINTING PAPER

NEENAH, WISCONSIN  
CHICAGO • 8 SOUTH MICHIGAN AVENUE  
NEW YORK • 122 EAST 42ND STREET  
LOS ANGELES • 510 WEST SIXTH STREET

ALL-PURPOSE BOOK PAPER





# The A, B, C and D of Advertising in Chicago

**L**IKE a ship, an ad must have a destination. No matter how staunchly built, how richly bedecked, or how heavily freighted, an ad gets nowhere unless it goes *somewhere*.

*Somewhere* in Chicago is a very real and a very definite destination. It is the market that is *in* Chicago. Your ad can get there by a course already charted and as easy to follow as A, B, C and D.

The 1934 government census divides the residential areas of the city into four distinct economic status groups: Class A, where monthly rentals average \$54; Class B, where monthly rentals average \$39; Class C, where they average \$28, and Class D, averaging \$17.

★ ★ ★

**F**URTHER investigation serves to even more sharply distinguish the A and B areas from those identified as C and D.

The A and B areas receive 70% of Chicago's total income, support 72% of the chain drug stores, buy over 70% of new automobiles, popular priced shoes, clothing and furniture.

That's something to know, and the A and B areas make up the *somewhere* to go.

The Daily News takes you there. The distribution of its circulation all over Chicago parallels income with astonishing accuracy.

*The 70% of Chicago's income in the A and B*

*areas is matched with 70% of The News' city circulation in the A and B areas.*

The residents in the A and B areas are folks of moderately comfortable means representing a segment of that solid, substantial middle class that is the backbone of the nation.

They are our kind of people, salesmen, advertising men, buyers, store managers, professional men, skilled mechanics, foremen and owners of small businesses, the kind of people you want your message to meet.

They'll meet it in The Daily News because The News has *more and better home coverage* than any other daily in the city.

★ ★ ★

**I**T isn't that The Daily News has made special circulation drives in the A and B areas. It isn't that The Daily News offers prizes or premiums with subscriptions to the residents of these areas. The Daily News has a definite and natural affinity for the tastes and standards of these people. It is their kind of a newspaper, and they buy it solely because they like it and want to read it.

★ ★ ★

**Y**OU get *somewhere* in Chicago when your sales message goes directly to the A and B groups of able-to-buy people. The Daily News will take it to them most effectively and most economically.

## THE CHICAGO DAILY NEWS

*-Chicago's Home Newspaper*

400 W. MADISON ST.

GEORGE A. McDEVITT CO., Eastern Advertising Representatives . . .  
444 Madison Avenue, NEW YORK . . . 12 S. 12th Street, PHILADELPHIA

JAMES L. LENOX, Eastern Representative Photogravure, Color  
Comics and Retail . . . 444 Madison Avenue, NEW YORK

OCTOBER 1, 1936

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### At Last, a Use for the Useless

"You haven't seen the Centennial, folks, until you've seen the famous apple dance of Mlle. Corinne. . ."

As the mademoiselle slithers from her dressing room completely clothed, on her arm swings a dainty evening bag of gold lace. Texans eye the damsel, but they do not fail to note her bag. Unlikely as it seems, the bag is made from cactus.

Three years ago a young Texan, whose hobby was chemistry, sat on a friend's ranch house veranda and surveyed mile after mile of desert country. Cacti grew there, to cattlemen's sorrow. They told him how the cactus spines injured and killed thousands of longhorns every year. He made up his mind to attempt to turn the dangerous pest into something useful.

After much research and experiment young Horace Akin, of Austin, Tex., has found a commercially profitable process for removing the pulp from cactus stalks and leaves, leaving the fibre. The latter can be transformed into a multitude of products. Mr. Akin's company, Akin Cac-Tex Products Co., presented President Roosevelt with a cactus cane on his visit to the Lone Star celebration. A cactus gavel rapped at the Democratic National Convention. Fans, vases, cactus-wicker furniture, and the "gold" evening bag are still other articles made from the prickly plant.

Dr. B. C. Tharp, botanist of the University of Texas, comments, "This seems to point the way to a new and valuable industry for Texas, one which will be of great value to ranchmen in this state, and in other states where cactus abounds." Like the once despised coal tar, which manufacturers threw away, cactus may become a dividend-earning product.

### Africa Speaks—Fletcher & Ellis Sweat

In the picture the "fierce jungle cannibals," thatched huts, and costumes look as much like the real McCoy as Hiram Walker tastes, declares the distillers' agents, Fletcher & Ellis. To which the care-worn technicians of F & E breathe a sigh of relief.

Making the picture reproduced herewith, one of a magazine series in color, was a man-killing job. F & E and Photographer Paul Hesse began by consulting Mrs. Carl Akeley, wife of the noted explorer, and other experts of the Museum of Natural History to get authentic advice on costumes and props. Even the straw on the village huts is exactly the same size, color, and texture of Congo cottages. In only two respects was the picture faked: The cast and the scene. Instead of going to Africa to shoot, F & E went to Darkest Connecticut.

The village was built in two weeks near Silvermine, Conn., and then thumbs were twiddled for two weeks more while the sun refused to shine brightly enough to match the glare of the tropics. First attempts to take the color photo failed because the models, recruited from Manhattan's Harlem, lacked the necessary acting ability. A Negro barber in nearby South Norwalk rounded up another cast, of carefully specified weights and sizes.

A second attempt flopped, also, because the proper color separation was unsatisfactory. For the third time cameramen and directors posed the models. Then for five solid hours, under a

boiling sun—helped out with mirror-like reflectors—everything proceeded to go wrong. First the Congo "Chief," whose real profession is banjo-playing in a Connecticut orchestra, would lose his ear-rings. They were glued on, but not permanently. Next he would itch beneath his magnificent leopard skin, and would just have to scratch or adjust a piece of satin underneath the leopard robe. "Wheah I come from," he complained, "the Chief sets sometimes. Heah the Chief doan nevah set."

Oscar, the spear-carrier, had his load of misery, too. A native of the cities, he had never before set a bare foot on rustic soil. Snakes were on his mind. Again and again Oscar commanded the gun-boy to watch for a deadly rattle—while the cameras stood idle.

When Oscar's snake-phobia was subdued, Gus, the medicine man broke loose. Gus practices what he preaches. He has suffered from asthma and short breath for years and brews his own compound of herbs and wasp wings for relief. On the day the picture was taken he had a bad cold. Standing around in a grass skirt, feather headdress, and beads didn't do it any good. However, he was able to master an impulse to sneeze until the minute the picture was to be shot. Then the excitement would set him to ka-chooing.

Each sneeze meant that at least one of his ivory nose tusks would drop (they were held to his nostrils with paper clips). Every known cold remedy was rushed to him from Danbury drug stores. One of them, no one knows which, worked.

Finally "Banjo," the Chief, stopped itching; Oscar forgot the lurking cobras; Gus sneezed no more; and the picture was shot. Fletcher & Ellis staffmen went home and had a tall, care-dispelling beaker of Hiram Walker. They needed it.



A dramatic meeting in the jungle village of Silvermine (Conn.).

### Midway on Manhattan

Every little town having had its county or country fair every year, as an occasion for the citizens to show their biggest hogs and pumpkins, to wear their prettiest bonnets and to demonstrate their guessing ability as to the whereabouts of two peas under three walnut shells, New York has decided that it wants a country fair too.

It could not, in this instance, be called a county fair. Although it will be held next March in Commerce Hall, owned and operated by Port of New York Authority in Eighth Avenue, Manhattan, it is expected that the 500,000 people who will prob-

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# WE GAIN AGAIN



*Here are the Figures:*  
DAILY LOCAL ADVERTISING GAINS  
*First Eight Months, 1936*

## CHICAGO AMERICAN 611,898 LINES GAIN

2nd EVENING PAPER .....	153,321 Lines Loss
3rd EVENING PAPER .....	199,015 Lines Gain
1st MORNING PAPER .....	363,017 Lines Gain
2nd MORNING PAPER .....	35,943 Lines Gain

TOTAL DAILY DEPARTMENT STORE GAINS  
*First Eight Months, 1936*

## CHICAGO AMERICAN 411,122 LINES GAIN

2nd EVENING PAPER .....	238,266 Lines Loss
3rd EVENING PAPER .....	146,107 Lines Gain
1st MORNING PAPER .....	218,958 Lines Gain
2nd MORNING PAPER .....	67,707 Lines Gain

*Authority: Media Records*



For eight consecutive months the Chicago American has been showing sizeable increases in local linage. Today it leads all Chicago daily papers in local advertising gains. And for just one reason. The American produces results.

The American has proved to Chicago merchants that increased schedules in the American result in increased business in their stores. It's a cold business fact: The more you cultivate this great American market the more returns you can expect from it.

For this is a big market (consisting of nearly one out of every two families in Chicago), and hit or miss schedules can't capture it. Consistent advertising in this paper will introduce you and your merchandise to the most active buying group of men and women in America's second largest market. The rewards are yours for the advertising.

# CHICAGO AMERICAN

## ... a good newspaper

National Representatives: Hearst International Advertising Service. Rodney E. Boone, General Manager

OCTOBER 1, 1936

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# SALES management

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October 1, 1936

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ably attend during that week, will come in part from the other four counties which comprise the city, and will include even certain visiting old ladies from Dubuque.

The only things definite about the country fair at this writing, said Col. P. L. Gerhardt, managing director of Commerce Hall, are that it really will be held then and there. These facts are indicated by the favorable response from executives of prospective exhibiting companies. About 1,000 companies were asked about it a couple of weeks ago. Of the 25 per cent replying, Col. Gerhardt said, more than 60 per cent endorsed it.

The idea came originally, it was pointed out, from Charles Strong of Campbell-Fairbanks Expositions, Inc., whose specialty is managing shows. SM would be the last to give a free plug, either to the building or to the exposition company, but the idea of hogs and barkers demonstrating their respective weight or fecundity (or whatever basis there is by which hogs and barkers are judged) in the center of Manhattan, appealed to us.

Animals really will be judged there, Col. Gerhardt told SM. There will be a "scientific dairy and farm," a "prize home canning contest" (presumably for pent house dwellers), a cake-making contest, flower exhibit, shooting, archery and ski-ball accommodations, a dance floor, Viennese garden, and midway. The largest pumpkins and melons presumably will be left out, because they are larger later in the season, but the animals, we hear, don't lose much weight in March.

Col. Gerhardt assured us that even if the week was warm, and the animals perspire, the atmosphere would be no stronger than that of the Fourteenth street subway, downstairs. He said also that no gambling would be permitted. Most of the exhibitors, he thought, would be not growers of animals and flowers but a miscellany of national advertisers, particularly of packaged goods, and especially food products. A. & P. early expressed interest. So did Ford. Ford likes Commerce Hall because 2,500,000 people turned out there a couple of years ago to see his "Progress Show."

An association officially to sponsor the show probably will be named soon. But even this will not matter greatly. It's the cows and hogs in Manhattan that count.

## Lies Told, Neatly, for a Fee

Down in Nashville, Tenn., if you want to dictate letters, get a pair of step-ins, find out how many people in town wear size 14 collars, or fix up an alibi in advance, the firm of Martin, Hatcher, "Something New in Business Service," can do the job.

Virginia Martin and Dorothy Hatcher are the partners. Miss Martin was for five years in the national ad and merchandising department of the Nashville *Banner*; Miss Hatcher was in state secretarial work for six years. About two years ago they started their service, "but not on a shoestring." "It wasn't even an oxford tie," they admit.

"We started out with a typewriter, a filing cabinet, a prospective client, and a gang of swell ideas. We were even forced to lean out the windows and inhale our lunches from the tea room below. At present we are eating regularly.

"Our setup is a little different from most secretarial services. It embraces practically everything. We rent out small furnished offices (southern exposure, potted plants, venetian blinds,—even goldfish if the client is without stockholders) and furnish nine-hour-a-day telephone service. We contact clients while they are on the road; answer routine mail and make appointments; tell beautifully convincing lies when necessary for the client's health, happiness, and well-being.

"Our service has grown so that it includes shopping for wives and girl friend's gifts (and not getting the two mixed up), reporting and aiding the Chamber of Commerce with numerous lists compiled from advertising research, and pretty nearly anything else that's within the law."

The firm is also resident investigator for such concerns as Young & Rubicam, Market Research Corporation of America, Facts, Inc., Blackett-Sample-Hummert, as well as the local *Banner* and *Tennessean* and radio station WSM.



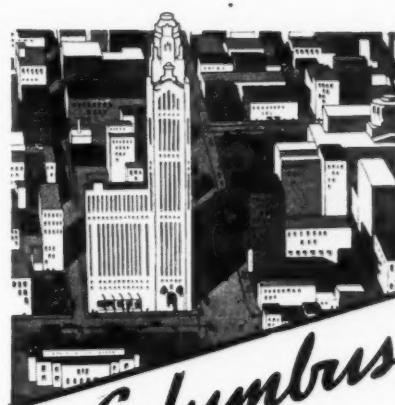
## *The New York Times Sunday Market Equals THE SIZE OF*



*Philadelphia*



*+ Cleveland*



*+ Columbus*

### **The Sunday Times Mass Market of Class Readers Is as Large as These Three Great Cities Combined**

SAY, "class circulation" to the nearest advertising man and he probably thinks of "town-car trade."

Now this would be all right for most "class circulations," but not all. The New York Times certainly has "class circulation," but its three-quarters of a million reader families are by no means confined to the "town-car trade." The Times is not only a quality market, but also a "Top Mass" market, capable of volume consumption of all types of merchandise.

It is easy to illustrate The Times market as a volume market. Visualize a city the size of Philadelphia. Add to it a city the size of Cleveland and another the size of Columbus. In this combined city every family reads the same newspaper. That newspaper would have a volume market to make any advertiser's

mouth water. Yet the Sunday market of The Times is even greater.

Another thought. Even though these combined cities matched the market of The New York Times in size, The Times market would still outstrip them in buying power, responsiveness and profit-making possibilities for advertisers because of its better-than-average prospects.

For years advertisers have been aware of the tremendous influence wielded by The Times among high-income families. This influence is unsurpassed. However, there were in this country, according to the last official report, no more than 56,000 individuals whose annual incomes exceed \$15,000. At most these individuals could account for only a small part of The Times circulation.

Actually the bulk of The Times circulation goes to families in the

great middle class. The fact that they are able to indulge their wants makes them more responsive to advertising and increases their attractiveness as prospects for advertisers. It makes them a volume market of extra-profit prospects.

What brings Times families together into one compact, productive mass market for advertisers is not extra-heavy bank accounts but an alert, intelligent interest in the news that is satisfied by The Times.

Their interest extends to all things and services advertised, to breakfast foods, low-priced automobiles, tooth paste, children's shoes and canned beans. Theirs, too, is a buying interest; and the experience of advertisers shows that the buying interest of The Times "Top Mass" market is the foundation stone of success in selling New York.

## **The New York Times**

"ALL THE NEWS THAT'S FIT TO PRINT"

OCTOBER 1, 1936

[443]



# An Automotive market greater than New York, Chicago,

*—and you can advertise to this market,  
a page every month for a year, at a  
cost of 3½ cents per family.*



2.6 TIMES NEW YORK



4.2 TIMES CHICAGO

ONE in every fourteen automobiles, one out of every ten motor trucks in the United States belongs to a Country Gentleman family. Country Gentleman readers alone own 1,956,919 passenger cars and trucks—a total greater than New York, Chicago, Philadelphia and Detroit combined!

The Country Gentleman market for automobiles and ALL automotive equipment is one that no manufacturer can afford to overlook.

Forty-seven per cent of total motor vehicle registration is in places under 10,000, and new car sales in Ruralaria are going ahead at a faster pace than in cities. Leading car makers who are studying the rural market

SALES MANAGEMENT





## • Philadelphia and Detroit *combined*

all report increased sales both in number and per cent to rural families.

Automobiles are as necessary to the First Families of Ruralaria as food and shelter. They drive their cars harder and farther than city families. Their automobiles are an indispensable part of everyday life—for work, for recreation, for shopping, school and church.

Country Gentleman families are leaders in the agricultural and business life of Ruralaria. They set the pace

for the buying of countless other families.

Country Gentleman has intimately served this market longer than any other publication. Through the pages of this one magazine, you can influence the entire rural market effectively.

The cost is surprisingly small. For only 3½ cents per family, you can advertise your product in full pages to the members of every Country Gentleman family every month for a year.



4.7 TIMES DETROIT

If your product is one that most families can use or enjoy, Country Gentleman should be a fundamental part of your advertising plan.



7.7 TIMES PHILADELPHIA

## COUNTRY GENTLEMAN

AMERICA'S FOREMOST RURAL MAGAZINE

... Key to 40% of National Sales Potential

THE CURTIS PUBLISHING COMPANY • Philadelphia • Boston • Chicago • Cleveland  
Detroit • New York • San Francisco

OCTOBER 1, 1936

[445]

# Sales Management's Future Sales Ratings

## KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best Relative Outlook
- ★★★★ Very Good Relative Outlook
- ★★★ Good (Medium) Relative Outlook
- ★★ Fair Relative Outlook
- ★ Least Impressive Relative Outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★.

	Sales Prospect for Oct., Nov. & Dec.	Sales Prospect for Next 12 Months		Sales Prospect for Oct., Nov. & Dec.	Sales Prospect for Next 12 Months
Advertising.....	★★★★	★★★★	Liquor (Alcoholic Bev.)..	★★★★	★★
Air Conditioning.....	★★★★★	★★★★★	Luggage.....	★★★★★	★★★★
Aircraft (Sales of Air- planes).....	★★★★★	★★★★★	Machine Tools.....	★★★★★	★★★★
Aircraft (Passenger Travel).....	★★★★★	★★★★★	Machinery (Agr'l).....	★★	★★★★
Autos (New Car Sales).....	★★★	★★	Machinery (Ind'l).....	★★★★★	★★★★★
Auto Tires.....	★★	★★	Meats (General).....	★★	★★
Auto Parts (Misc.).....	★★	★★	Men's Clothing.....	★★★★	★★★
Baked Goods (Bread).....	★	★	Metal Containers.....	★★	★★
Baked Goods (Specialty).....	★★★	★★	Motion Picture Attendance.....	★★★★★	★★★★★
Banks (Revenues).....	★★	★★★	Musical Instruments.....	★★★★	★★★
Beer.....	★★★★	★★★	Office Equipment.....	★★★★★	★★★★★
Building Materials.....	★★★★★	★★★★★	Oil (Cooking).....	★★	★
Candy & Chewing Gum.....	★★★	★★	Paint.....	★★★★	★★★★
Canned Fruits and Vegetables.....	★★	★★	Paper (Newsprint).....	★★★★	★★★
Cement.....	★★★★★	★★★★★	Paper (Wrapping).....	★★★★	★★★
Cereals.....	★	★	Photographic Supplies.....	★★★★	★★★★
Chemicals (Misc.).....	★★★	★★★	Physicians' and Den- tists' Income.....	★★★	★★★
Cigarettes.....	★★	★★	Plastics.....	★★★★	★★★★
Cigars.....	★	★	Printing and Publishing Equipment.....	★★★★	★★★★
Coal (Anthracite).....	★★	★	Radios.....	★★★★★	★★★
Coal (Bituminous).....	★★★	★★★	Railroad Equipment.....	★★★★★	★★★★★
Cosmetics.....	★★	★★	Railroad (Net Income).....	★★★★	★★★★
Cotton Textiles.....	★★★★★	★★★	Rayon Textiles.....	★★★★★	★★★★
Dairy Products.....	★★	★★	Real Estate Rentals.....	★★	★★
Department Stores.....	★★★★	★★★	Refrigerators.....	★★★★	★★★★
Diesel Engines.....	★★★★★	★★★★★	Restaurants.....	★★★	★★★
Drugs and Medicine.....	★★	★★	Rural Stores.....	★★	★★★★
Electrical Equipment (Heavy).....	★★★★	★★★★★	Shipbuilding.....	★★★	★★★★★
Electrical Equipment (Light).....	★★★★★	★★★★	Shoes.....	★★★	★★
Flour.....	★	★	Silk Textiles.....	★★★	★★
Furs.....	★★★★★	★★★★	Soap.....	★	★
Gasoline and Oil.....	★★★★	★★★★	Soft Drinks.....	★	★
Glass (Plate).....	★★★★	★★★★	Sporting Goods.....	★★★★★	★★★★
Groceries.....	★★	★★	Stationery (Commercial).....	★★★	★★★
Hardware.....	★★★★★	★★★★★	Steel and Iron.....	★★★★★	★★★★
Hotels.....	★★★	★★★	Sugar.....	★★	★★
HouseFurnishings (Floor Coverings, Furniture, Beds, etc.).....	★★★★★	★★★★★	Toothpaste and Mouth Washes.....	★	★
Household Products (Kitchenware and Miscellaneous).....	★★★★	★★★	Travel (Sea).....	★★★★	★★★★
Insurance (Misc.).....	★★	★★	Trucks.....	★★★	★★★
Jewelry.....	★★★★★	★★★★	Utilities—Electric.....	★★★	★★★
Laundry.....	★★★	★★★	Utilities—Gas.....	★	★
Lawyers' Income.....	★★	★★	Utilities—Telephone.....	★★	★★
			Washing Machines.....	★★★★	★★★★
			Women's Clothing.....	★★★★	★★★
			Woolen Textiles.....	★★★	★★

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## Prospective Buying Power Near Record; Luxury Lines Strong

October begins a fourth quarter of general retail buying which will show dollar volume surpassed only once or twice in comparable periods of economic history. SALES MANAGEMENT's comprehensive surveys which precede each month's forecast of sales conditions in 87 industries reveal that purchasing power, on the average, will exceed that of 1935 by approximately 18%. This gives very little weight to the much greater ability of the public to buy through widely liberalized instalment provisions—an influence of great prospective bearing on consumer purchasing.

Deferred-payment retailing, in fact, accounts in substantial measure for the heavy current trend to buying of luxury goods. The usual upswing in luxury purchases that follows a prolonged depression is being artificially accentuated at this stage of the natural economic cycle by Bonus spending, pre-election expenditures and enforced dividends through the new undistributed profits tax.

For the longer future, most luxury lines have relatively lower ratings because of the coming expiration of some exceptional stimulants and the fact that comparison will be made with the impressive record which has been made in the past twelve months. Certain industries in the necessity-luxury class will experience steady expansion with general improvement in business, regardless of the depletion of Bonus and extraordinary funds. One of the best examples of such a trade is that of motion pictures, which is given the highest ratings on the basis of a bright near and longer term outlook.

The month's analysis of facts and forecasts, as well as personal contacts with trade authorities, have resulted in higher near-term ratings for candy and chewing gum, cotton textiles, dairy products, department stores, furs, industrial machinery, motion picture receipts, railroad equipment, rayon textiles, shoes, specialty baked goods, and wrapping paper. Similarly, 12-months ratings have been advanced in agricultural machinery, gasoline and oil, groceries, motion picture receipts, rayon textiles and sugar.

Two additional changes were made in the classifications this month: beds, springs and mattresses were consolidated with house furnishings, and lawyers' income was added to assist in rounding out the list.

SALES MANAGEMENT

## WAR, SEX, CATASTROPHE OR POLITICS?

IF we could place a gadget, not unlike the arm-pad used in detecting high blood-pressure upon the collective arm of the reading public—

And then lay before its gaze the subjects out of the news—

How would we find it register?

What subjects would cause the needle in its gauge to tilt skyward toward the zenith of reader interest which is the Ultima Thule of all publishing?

A great newspaper editor, in his daily column, said recently:

"Whether they like it or not, all editors and reporters must be interested in CRIME, because THE PUBLIC is interested in it to such an extent that it becomes to the news of the day what steel reinforcement is to concrete construction."

Then, is Crime first upon the list of items that tilt the gauge of reader interest to its zenith?

Or is it WAR, SEX, CATASTROPHE or POLITICS?

The front page of any daily newspaper contains the current values of the news and the common denominators of all reader interest. There, in black and white, we see it—in the order named. Oh, and one other thing! Money. Don't forget about Money.

Yet, taking these facts for granted, what principles shall we say lie back of them that make up the anatomy of this so-called reader interest?

Why does an actual war in the Balkans move the needle but slightly, whereas the mere threat of a war which might involve us tilts it straight to its apogee?

Brother, the answer is a simple one: our reader interest response to the printed word is in direct ratio to the degree in which it affects ourselves.

News?

It's only news when, out of the sympathetic reaction of our minds we respond to tales of lust, horror and bloodshed, to the cataclysms of nature and of man's inven-

tions, or the imminent success or failure of some statesman whom we like or dislike.

These, and the factors that affect our own economic welfare!

So, there is the stuff of which reader interest is made—whether we like it, as the Great Editor said, or not.

And that is why in the pages of Metropolitan Rotogravure Picture Sections, the reader finds his reader interest double distilled. The needle in the gauge tilts skyward because its pages, so varied in their scope, reflect—*himself*.

A glance at some of our recent pictorial features will explain what we mean:

### ● EUROPE

Will They Die With Their Boots On?  
A Quartette of Presentday Dictators.

### ● AMERICA

The Privilege of Being a Woman. By Fannie Hurst  
What Woman Won't Pause To Read It?

### ● SERVICE

If you Can't Sleep—Try This!  
A Pictorial Series of New Sleep-Producing Postures.

### ● PERSONALITIES IN THE NEWS

She Went to College At 54!  
And since then, four other women have enrolled, too.

### ● SCIENCE OF THE DAY

Underneath The Sidewalks Of New York  
The Strange World of Pipes and Tunnels a People Walk Over.

But, again, why enumerate?

It only scratches the surface of the good things—the stories told in pictures—that are to be found each week in the Metropolitan Rotogravure Picture Sections.

Reader Interest?

Why, it's Metropolitan's middle name!

# Metropolitan

• Baltimore SUN—Boston GLOBE—Buffalo TIMES—Philadelphia INQUIRER  
Chicago TRIBUNE—Detroit NEWS—New York NEWS—Pittsburgh PRESS  
Cleveland PLAIN DEALER—St. Louis GLOBE-DEMOCRAT—Washington STAR

Gravure  
Comics  
Color  
**METROPOLITAN**  
SUNDAY  
NEWSPAPERS, INC.  
NEW YORK - CHICAGO

# Weekly

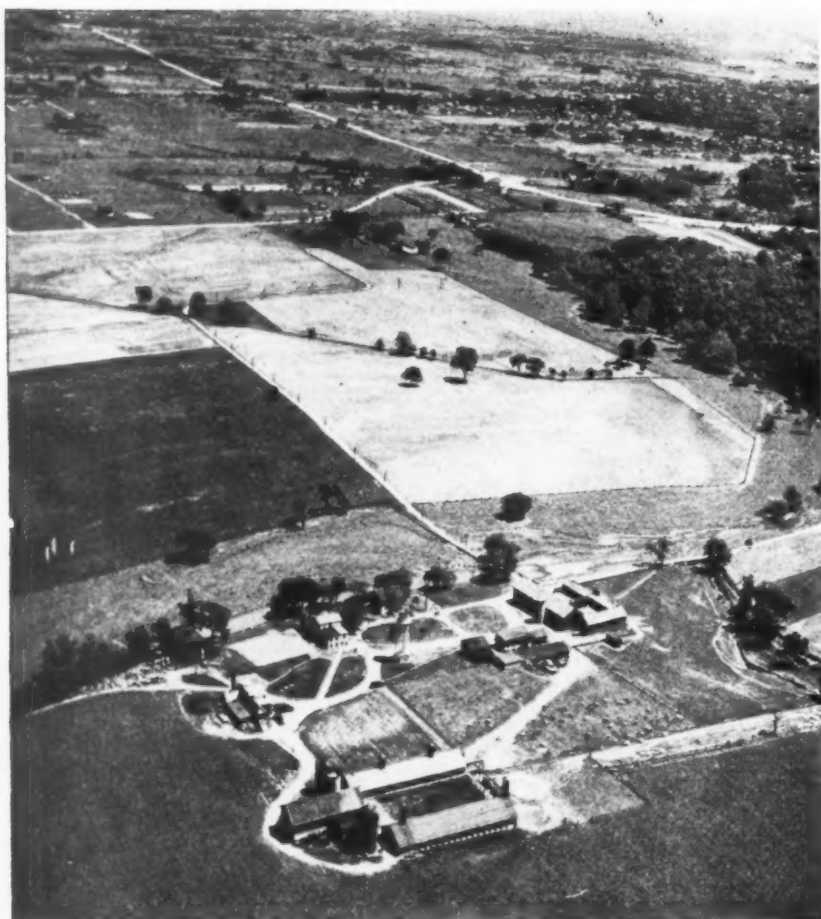
• Additional or alternate papers  
• Boston HERALD—Buffalo COURIER-EXPRESS  
Detroit FREE PRESS—New York HERALD TRIBUNE  
St. Louis POST-DISPATCH—Washington POST

THE LARGEST CIRCULATION IN THE WORLD OF ANY SINGLE MEDIUM OR ANY GROUP—FROM 6½  
TO MORE THAN 8 MILLION

OCTOBER 1, 1936

[ 447 ]





## He Has to Drive Somewhere

No single store, no single town, *commands* the farmer's patronage. Today he shops on wheels. Twenty minutes, forty, an hour, often more . . . in any direction . . . make little difference. He has to drive to *some* town. Naturally, he chooses from those most likely to have the things he wants. Consider this carefully: Every trading center depends upon farm buying for a large part of its sales volume. You can't dodge farm business. If your goods are in normal distribution you are getting some farm business *now*.

It is no longer necessary to have distribution in every cross-roads store in order to sell to the 30,000,000 consumers who live on farms. In fact, a manufacturer needs even fewer outlets than are required to reach the consumers who confine their purchases to the single community in which they live. His farm marketing problem, therefore, is not so much to increase distribution, but rather to create a demand through national consumer advertising to farmers, which will cause them to ask for his goods in stores where they are now being sold.

Farm Journal offers to the manufacturer 1,220,000 farm families (5,000,000 consumers) most of whom live in the more prosperous, more populous areas. Because it adds this huge mass market at low cost and with less duplication of coverage Farm Journal should be a part of every national magazine list.

### *As an Example . . .*

#### **Consider this trading area**

Lancaster, Coatesville, Columbia, Parkesburg and 14 small towns in the Lancaster trade area account for only one-half of the 196,882 population. The other half . . . the farm half . . . support these towns. If your goods are on sale in any of these principal towns you have adequate distribution to attract this vast moving market to your merchandise. Your problem is to build demand . . . not stretch distribution.

Farm Journal's survey proves this situation with concrete figures stipulating brands. If you wish a copy of this report or would like additional information on other trading areas write for it.

**FARM JOURNAL · Philadelphia · BELIEVED IN FOR 59 YEARS**

# Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending October 1, 1936.

## Taxes and Advertising

other reasons. He went on to explain that they should show their appreciation for the passage of the current tax on undistributed profits which should result in the greatest boom for advertising since World War days.

• • • The Industrial Bulletin published in Cambridge, Mass., points out concretely how the new Revenue Act may affect corporations having a taxable income estimated in advance to be \$100,000 or units thereof. Alternative courses are as follows:

	Taxes
All spent for research and advertising.....	None
All paid out in dividends.....	\$13,840
1/2 to pay debt	
1/2 in dividends .....	18,780
\$40,000 Dividends	
\$60,000 Equipment .....	20,980
\$20,000 Dividends	
\$80,000 to buy plant .....	26,103
Nothing paid as dividends.....	31,503

• • • Clarence Francis, President of General Foods Corporation, speaking before the annual convention of the American Bankers Association released results of a survey made by his corporation among 7,400 bank presidents and 50,000 consumers selected among owners of low-priced automobiles. Returns show that at least one-half of the public expect the country to hit a new peak of prosperity "between now and 1940." Twenty-five per cent of the men and women in all walks of life said they expect the peak to arrive by 1938.

• • • General Foods' president had his survey staff ask this interesting question: "Is there any man in public life with whose views of money matters you agree?" Six out of every ten said there was. The top four in the vote, according to Mr. Francis, were President Roosevelt, Father Coughlin, Senator Carter Glass and Governor Landon in that order. Trailing the leaders were the following in this order: Herbert Hoover, Henry Ford, Congressman Lemke, Dr. Townsend, Senator Borah, Norman Thomas and Ogden Mills.

• • • Kenneth Collins, vice-president of Gimbel Brothers, told retail merchants of Philadelphia the other day that the year ahead would be one in which distribution would be the important factor, with industry of lesser relative importance because of the capacity of our factories to produce tremendous quantities of goods.

• • • He rapped alarmists in these words: "The world is full of pussyfooters and so we continue to hear men who should be called business leaders asserting that 'times are somewhat better,' 'we are coming out of the depression,' 'there is daylight ahead,' and similar statements which fly in the face of recognized facts. These recognized facts which are borne out by almost every index

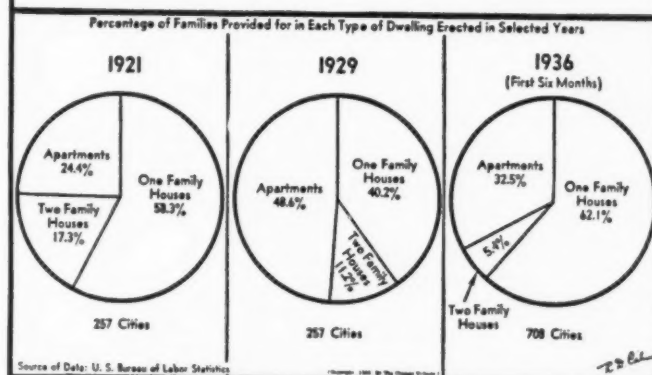
of business, testify to the fact that the depression is definitely over. It is a thing of the past."

• • • The Associated Grocery Manufacturers of America have taken a definite stand against the new advertising contracts which have been devised by the Great Atlantic & Pacific Tea Company to conform with their interpretation of the Robinson-Patman Act. These new contracts present no legal problem to the chain store because they contain a clause as follows: "The manufacturer avows its willingness to make the same agreement as is here made with any other purchasers similarly situated on proportionately equal terms."

• • • A. G. M. A. takes the stand that its members should not sign such contracts for two important reasons: 1. "The contract is entirely too indefinite with respect to the actual service to be rendered, and 2. They (the manufacturers), cannot afford to pay the amount of money involved, fully realizing if they pay it to Atlantic & Pacific, they are obliged to pay on proportionately equal terms to all competing customers. This, in the first instance, they cannot afford to do, and secondly, it is not good business for them to do so."

• • • The parade grows larger of those industries and associations which seem to be not completely happy over the Supreme Court's crack-down on N. R. A. Quite naturally, they wish to retain those features of N. R. A. which they found beneficial and to bury the others. The National Petroleum Association, for example, announced last week that it is voluntarily going back to a code of

## One Family Dwellings Again Lead in Residential Building in Cities



Residential building, bellwether of the building industry, passed the \$100,000,000 mark in August for contracts awarded in the 37 eastern states covered by F. W. Dodge reports—and registered the largest monthly total for this class of construction in more than five years. This volume brought the total residential figures to date this year to over \$500,000,000, a sum greater than the total recorded for the entire year of 1935. When added to the total to date for non-residential building, the grand total of construction for the first eight months exceeds the full twelve months last year. As the chart (reproduced through the courtesy of the Chicago Tribune) shows, the erection of new one-family houses now makes up the largest slice in the building pie.

fair business practices, the industry having "come to recognize the soundness of the principle setting up rules of conduct" and wishing to "demonstrate on behalf of all American industry that we are fully capable of self-government. If we should fail we may expect government regulation, which still would be preferable to no regulation at all."

● ● ● According to the New York Times index, industrial activity at the beginning of the month was 19% above last year. On their graph, where normal is 100, the index shows business has been above normal ever since May, 1936. Indexes compiled by other businesses show business still below normal by 10% or more.

## Judges of Sales Copy

The firm of Lawrence C. Gumbinner, New York advertising agency, has a promotion piece which amplifies a point very important to directors of marketing and other executives. "In Law, every man has a right to be judged by a jury of his peers. But in advertising, advertisements aimed at the average man almost invariably are passed upon by men very far above the average. By what right do you, for example, judge an advertisement, or a radio program, or a package design intended for mass appeal?"

● ● ● "You do not live like the masses. You and your friends do not think like the masses. You and your family's ideas of entertainment and spending are to all practical purposes—aristocratic. That is why so much advertising in print or on the air falls short of success. The men who pass on it have passed beyond it. *Would you (honestly now) have bought Amos 'n' Andy for your radio program six years ago? Can you read "True Story" even now? Did you ever send in a carton, enter a contest to win an automobile or a free trip to Bermuda?*"

● ● ● And speaking of advertising, the late John Wanamaker, whose advertisements always had editorial homilies in the upper left-hand corner, would have been shocked by the following flippancy in the current Wanamaker ad:

"Knock, Knock"  
"Who's there?"  
"Wanamaker."  
"Wanamaker who?"  
"Want to make her happy?"

● ● ● We seem to be running a fever on paragraphs about advertising this issue. Here is one more, and then we are through. For the first time in its 144 years of existence, the New York Stock Exchange advertised last week. Every newspaper in every city of the United States having a population exceeding 50,000, carried a small, dignified, two-column card advising its readers that the Exchange had available for free distribution, a booklet describing the facilities and purposes of the institution. The Exchange, at last, has taken the far-seeing attitude that advertising might be an effective way to answer the criticism aimed at Wall Street and its institutions.

● ● ● Official estimates of the Bureau of Agricultural Economics show a gain of \$760,000,000 in 1936 farm income from cash crops and United States grants, despite drought, floods and other blights. Government benefit payments this year have been only 60% of last year's total.

● ● ● Automotive retail sales are running well above even the most optimistic estimates made at the beginning of the year and even in drought districts, sales during the Summer were well above 1935 comparative months. Conservative estimates of 1936 factory sales run around 4,650,000 units. This would be the largest total since the 1929 peak of 5,621,715 units.

● ● ● Total sales of General Motors units to consumers in this country the first eight months, equal the total for the entire twelve months of 1935.

## No Saturation Point?

Because the makers of electric refrigerators set new high records every year during the depression, it would not have been surprising if their rate of gain had shown a falling off with better times, but this year apparently is going to be the best year ever. Sales of household models for the first seven months are up 30%, with the percentage gains divided among geographical districts as follows:

New England.....	25.4%
Middle Atlantic.....	35.0 "
E. North Central.....	40.4 "
W. North Central.....	18.7 "
South Atlantic.....	25.2 "
E. South Central.....	19.0 "
W. South Central.....	19.2 "
Mountain.....	26.4 "
Pacific.....	39.5 "

● ● ● The renaissance of the bicycle is strikingly portrayed by the Biennial Census of Manufacturers which shows for 1935 a peak for a period of more than thirty years. The only census record of a larger production is that for 1899.

● ● ● Now that the can companies have achieved success in the beer field, they are pioneering with wine. The National Can Company has closed a contract for the entire can requirements of the Eastern Wine Company of New York, which began the placing of wine in cans following the arrival of fifteen carloads of choice stocks from its California winery.

● ● ● Recesses from work seem to pay. This year, McCormick & Company, Baltimore, inaugurated the plan of giving its 400 employes a ten-minute recess period at 10 o'clock in the morning and another period at 2 o'clock in the afternoon. All employes leave their work and go to a recreation hall where tea is served. Not only has the gesture been highly appreciated by the employes, but records show that the production of both office and manufacturing departments has increased approximately 5% over the results prior to the recess plan.

● ● ● Ralph Hendershot points out in the New York World-Telegram that few people realize how good business really is in the basic steel industry. Operations are reported by the American Iron & Steel Institute at 74.4% of capacity. As a matter of fact, more steel is being produced at the present time than in any of the years during the war period when everybody figured we were having a boom. Only twice before in history—in 1928 and 1929—did we produce more steel than we are producing today. Many of the experts believe that we are running at very near capacity from the practical point of view. Because of shutdowns for repairs, etc., it is never possible to run mills at their full capacity.



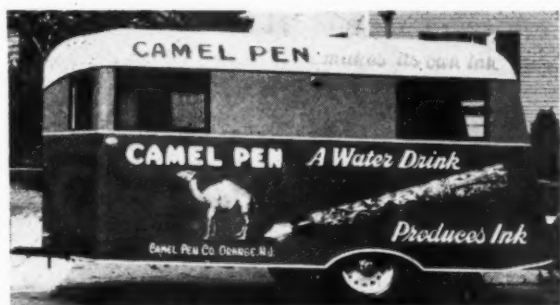
# Trailers and Other News Headliners of a Fortnight



**Travelodge:** Pierce-Arrow Motors' new auto trailer brings a famous name to this mushrooming industry. Featuring an all-steel chassis and body and roof of metal, "the first ever produced," the "Travelodge" comes in three sizes. The smallest, selling for \$595, has accommodations for two people with arrangements for four optional. All three models have wood paneling inside, gasoline stoves, dinette seats and living room davenport convertible into double beds, bathroom, and lavatory. At right, is the interior, showing some of the closet and sink facilities. The two larger models cost \$845 and \$1,145, house four passengers.



**Zanies:** (Below) Col. Stoopnagle and Budd start a new series for General Foods' Minute Tapioca October 4. It will be on the NBC Blue network. Young & Rubicam is the agency. The pair won a sponsor after pinch-hitting for Ipana's Fred Allen.



**Caravan:** Camel Pen Co. sends this trailer to tell dealers and the world of the pen that needs no ink, just water added to its ink tablets. The display inside lights up at night. Mackay-Spaulding agency handles the firm's advertising.

**Step Up:** William F. Henning, below, is appointed domestic s.m. of American Screw Co., Providence, R. I. He has been assistant manager for 15 years, and succeeds the late Albert B. Peck.



**Transit:** (Right) George I. Wright, former chief electrical engineer of the Reading Railroad, becomes transportation sales and division mgr. for Westinghouse.



**Textbook:** (Below) Plymouth Motors presented Harvard U. with a miniature of its Detroit plant to show students a huge modern factory in exact detail. Plymouth Chairman B. E. Hutchinson and V.P. H. G. Moock explain the three dimensional plan, with 17 miles of conveyor lines, to Prof. George F. Doriot and Dean Wallace B. Dunham, right, of the Harvard Business School.

**Wagon Master:** (Left) J. E. Roberts is named v.p. in charge of sales of the Covered Wagon Co., Mt. Clemens, Mich., pioneer auto trailer manufacturer. During the nine months he has been with the company he has built up an organization of 77 distributors, 800 dealers. He's been in the automobile industry for 25 years.





# How to Hold—and How Not to Hold—a Board Meeting

**T**HE corporate idea is that a business is managed and directed by the board of directors. The stockholders elect their directors. Then the directors elect their officers. The officers of the company legally are responsible to the directors, and the directors in turn are legally responsible to the stockholders.

These lines of responsibility should be very clear in the minds of directors, officers and stockholders because much foggy thinking results from the fact that, in many corporations, there is a conglomeration of stockholders as directors, and stockholders and directors as officers. When a board of directors is elected, and in turn they elect their officers, then they adopt by-laws covering the duties of the officers and directors, and the management of the business. Usually these by-laws are supplied by some lawyer from a book of forms. Every director, officer and stockholder in a business should study its by-laws. Sometimes when difficulties arise, long forgotten by-laws are brought to light with surprising results.

(For example, in one case I am familiar with, an officer of the com-

pany was fired for incompetency. This man promptly dug up a forgotten by-law which stated that officers, on retiring from the company, were entitled to six months' salary. The company had to pay it.)

Every business, whether or not it follows in a general way the rules laid down for directors' meetings, has a different kind of directorate management from every other business. In an extensive experience as a director in various concerns I have never known two boards of directors that acted exactly alike.

In this article I wish to tell about the various ways some boards of directors act. Some of these ways are amusing, some mildly interesting, and others lead directly to trouble. In the conclusion I will outline the methods used by one of the best conducted boards of directors of which I was ever a member. Before reaching the instructive part of this article, however, it might be illuminating for me to describe some of the boards I have known. If you are a member of a board of directors, you may find the methods and activities of your particular board outlined below.

There is the board composed of the older men in the business and the younger men, heads of departments, etc., who have recently been admitted as board members. Usually the older members are the large stockholders in the business. They control it. They are bringing up the young fellows with the idea of eventually training them to take their places. The older members, in most cases, do not like to let go of their power and authority. It is human nature to hold on. Therefore, on this board the older members have themselves elected as an executive committee. With such an organization the board functions either fairly well, giving the younger members a taste of authority, or the younger men soon realize they are simply straw directors.

How such a board functions, of course, depends upon the executive committee members. If they wish to open up, all right. If, however, they close up tight, it is just too bad. The various matters the board has to pass upon formally are placed before them. If some real issue develops, it is proposed by one of the "elder statesmen" that the matter be referred to the



executive committee "with power to act." So it is referred and voted upon by the executive committee, and the majority of the board, especially the younger men or the newcomers, do not have anything more to worry about. The executive committee at some future board meeting will announce its decision and ask for a motion of approval.

Then there is the board meeting where there is a strong but not silent man as chairman. The board meets. The order of business is placed before each director. The strong man at the head of the table proceeds to do all of the talking. As each subject comes up, he tells each and every head of department who happens to be a director just what to do. He gives his own views of the situation, and prophesies the future. Then he looks at his watch before he asks if there are any suggestions except the motion to adjourn.

### Debates That Breed Feuds

There is the board meeting where the control of the company is not centered in one director or any two or three directors who work closely together. These directors' meetings are open forums. They are usually debating societies. As the business is not controlled by any one group, business politics are rampant in the organization. It is in meetings such as this that there is free talk, plenty of free criticism, and personal animosities are aired or engendered that last for a lifetime. The chairman of such a board has his hands full. The stockholder who by shifting his vote from one side to another can control a number of directors, makes the best of his position. If he is a director, he must be courted or some of the directors are likely to lose their chairs at the next election. Such a situation easily gets out of hand, and such a board is seldom of advantage to a corporation.

Another example is the disagreeable board where there have been long smoldering differences of opinion or enmities in the corporation. This is probably also a board that is not in control. The stock is divided and there is no combination of men who get together. At such a board meeting the opportunity is taken to wash all the dirty linen of the organization and to pass out criticism, with or without facts, against the officials in charge.

Several years ago most corporations tended to large boards of directors, but this tendency is now changing. Most corporations, especially on account of recent laws, now have fewer directors than in the past.

Many are the directors who go to meetings without the slightest idea of what business is going to be considered. They haven't a memorandum or a single scrap of paper with any notes. They just go, take their seats, listen, and wait to see what turns up. These board meetings are generally conducted by a few insiders, and the grand idea in such organizations seems to be that the less the directors are told, the better it is for everybody. Such meetings usually go through the formalities very hurriedly. About all the directors know of such an organization they learn from the annual statement prepared and written by the accountants and signed by the president. It is this class of director who in recent years has, a number of times, found himself in difficulties because of his lack of knowledge of the inside workings of the corporation.

There is the directors' meeting composed of a number of heads of departments, where these heads "show off." They wish both themselves and their departments to be in the limelight. Possibly they show due humility by tactfully asking for suggestions. I have served on a board of directors of this kind, where, on account of inside politics, every director insisted on being heard. The chairman of this

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Are your board of directors' meetings chaotic, unbusinesslike fights, or are they conducted according to a plan which is intelligent enough to befit the responsibility of that body? One efficient meeting "system," used by one of America's biggest and most successful corporation, is described in this article.

BY

SAUNDERS  
NORVELL

---

board did not hold them down. We would meet at ten in the morning, adjourn for lunch, reconvene and then the personal talks would continue until five. The whole day was taken, giving each of the directors a chance just to "show off." The secretary taking down the minutes of such a meeting had a hard time of it.

So I might continue the disagreeable task of telling of time wasting, tiresome and boring board meetings.

In a well-managed business the main object of a board of directors' meeting is to reach decisions on policy, and these plans and policies should all be worked out carefully in advance of the board meeting. They should be submitted in writing in workable shape; then it is the duty of the board to approve, amend, or deny.

### Here's the Other Way

Now let me tell you about the board meetings of a company in which it was my pleasure to take part. If I had attended this company's board meetings 25 years ago it would have saved me and other boards a world of time and trouble; knowing how a board meeting should be conducted, I could not have stood for some of the meetings in which I have suffered. But allow me to say right here that I had nothing whatever to do with organizing this board of directors about which I am going to write. I was not even an official of the company. I was simply a director. However, as I sat in their meetings and saw how accurately, clearly, definitely, and with what dispatch they handled their business, I could not help feeling that we should have another business chair in some of our great colleges—a professorship on the management of board of directors' meetings.

The board of directors is the actual head of a business. Everything of major importance in the business is subject to the decision of that board. Therefore, it would seem that one of the first considerations in any business would be to have the board meetings held on the most intelligent and well-planned lines. Let me also say in advance that these board meetings about which I am now going to write were the result of the boiled-down experiences of dozens of businesses. The forms of the board meetings of this company, in my opinion, are worth a fortune.

After all this, no doubt you will expect something very complicated. On the contrary, when I outline their formula you will be surprised at its simplicity. It was efficient, definite, brief. The company to which I refer





Coronation: Weston Biscuit Co. times its newest assortment of "English Quality" biscuits to coincide with the forthcoming coronation ceremonies of King Edward. Around the sides of the carton, designed by Gair, are Horse Guards, trumpeters, Life Guards and others in the royal procession. British and Canadian consumers will be especially attracted by the package, and Americans, too, like such royal pomp and circumstance.

bought out a firm in which I had been interested. In our old company our board meetings went to two extremes. They were either too formal, with everything cut and dried, or they were not formal enough, with a lot of idle discussion on side issues. But beyond that, the meetings were long drawn out, taking at least an entire afternoon. When the new board was organized and went to work on the new system, we met at ten o'clock in the morning and everything was over by noon. Two hours instead of the whole afternoon, and in these two hours more business was definitely accomplished than in all the time we formerly consumed!

Here is the way they did it: This board consisted of a chairman, president, vice-president, treasurer, secretary and several other directors representing certain stockholders' interests. The board meeting opened promptly at ten o'clock, with all the directors in their seats. The directors on this board did not straggle in late and then get up and hurry away before the meeting was over. They were directors in this company and they were supposed to devote at least two hours every month to directing.

Before him the chairman had the order of business. But here is the most interesting part of the proceedings. One week before the board meeting typewritten copies of the presi-

dent's report, the treasurer's report, and the reports of the several vice-presidents handling various departments, such as manufacturing, sales, etc., were placed in the hands of each director, who had one week's time to study them and come to conclusions before the meeting. He could make pencil notes on these reports of the questions he wished to ask, or the criticisms he wished to make. When the board met, each director was supposed to have studied and have before him the complete set of reports that had been submitted to him.

Then the chairman would call for the president's report. Now note this because it is important: *The report was not read!* Each director was supposed already to have read it carefully. The report was submitted for approval or criticism. The president was there to answer questions covering anything that might not have been clear in his report. Then followed the treasurer's report. All the figures of the company were in this report. Any changes in the figures were carefully explained. This report was not read either, but was subject to criticism, inquiry or approval. And so every report of every officer, covering every department of the company, was submitted. If there was any special business outside of the ordinary routine, a special report had already been submitted by the president, with his recommendations. It

was up to the board to say, "yes," "no," or if they were not ready for a decision, to postpone, with the necessary questions to be answered by the president.

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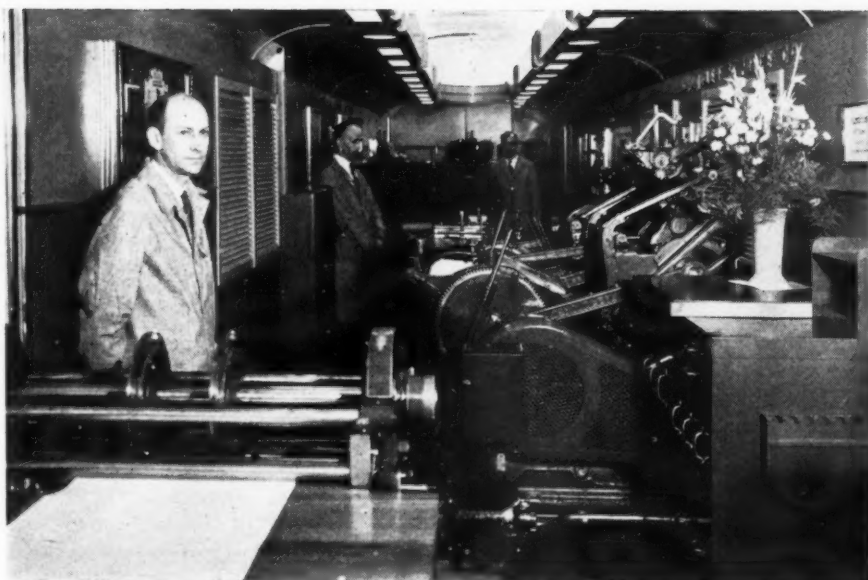
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The air-cooled train gets telephone connection and electric power service within 15 minutes after it reaches each city. Western Union renders every sort of special service—arranges luncheons and entertainment, runs errands, supplies flowers, etc.—and American Railway Express handles replacements in the exhibits. A staff of 15 to 20 people mans the train.

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The 23 suppliers who are sharing the cost—and benefits—with ATF are: Binks Manufacturing Co., Challenge Machinery Co., Chandler & Price Co., Hamilton Manufacturing Co., F. P. Rosback Co., H. B. Rouse & Co., Stereotype Equipment Co., Vandercook & Sons, Inc., Boston Wire Stitcher Co., Kimble Electric Co., Acme Staple Co., Wetter Numbering Machine Co., Printing Machinery Co., George W. Prentiss Co., American Numbering Machine Co., Henry Disston & Sons, Justrite Manufacturing Co., Edward L. McGill Co., Craig Sales Corp., Morgan Expansion Roller Truck Co., F. B. Redington Co., Davidson Perforator Co., J. A. Richards Co.

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A flat price of \$17.95, with nothing else to buy, has been placed on the heater for these three makes of cars.





Coronation: Weston Biscuit Co. times its newest assortment of "English Quality" biscuits to coincide with the forthcoming coronation ceremonies of King Edward. Around the sides of the carton, designed by Gair, are Horse Guards, trumpeters, Life Guards and others in the royal procession. British and Canadian consumers will be especially attracted by the package, and Americans, too, like such royal pomp and circumstance.

bought out a firm in which I had been interested. In our old company our board meetings went to two extremes. They were either too formal, with everything cut and dried, or they were not formal enough, with a lot of idle discussion on side issues. But beyond that, the meetings were long drawn out, taking at least an entire afternoon. When the new board was organized and went to work on the new system, we met at ten o'clock in the morning and everything was over by noon. Two hours instead of the whole afternoon, and in these two hours more business was definitely accomplished than in all the time we formerly consumed!

Here is the way they did it: This board consisted of a chairman, president, vice-president, treasurer, secretary and several other directors representing certain stockholders' interests. The board meeting opened promptly at ten o'clock, with all the directors in their seats. The directors on this board did not straggle in late and then get up and hurry away before the meeting was over. They were directors in this company and they were supposed to devote at least two hours every month to directing.

Before him the chairman had the order of business. But here is the most interesting part of the proceedings. One week before the board meeting typewritten copies of the presi-

dent's report, the treasurer's report, and the reports of the several vice-presidents handling various departments, such as manufacturing, sales, etc., were placed in the hands of each director, who had one week's time to study them and come to conclusions before the meeting. He could make pencil notes on these reports of the questions he wished to ask, or the criticisms he wished to make. When the board met, each director was supposed to have studied and have before him the complete set of reports that had been submitted to him.

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# How to Price Goods Under the Robinson-Patman Act

**T**HE Robinson - Patman Act against certain types of discounts has been a law for several months. Tax laws discriminating against the chains are now on the statute books of 20 states with a severe California statute being up for referendum in November. Thirteen states have Fair Trade acts. The popularity of the anti-monopoly platform in the presidential campaign, in addition, makes almost inevitable the passage of further statutes during the next few years.

Under this deluge of antagonistic legislation, the chains have been by no means idle. And all of their actions directly or indirectly affect manufacturers from whom they buy.

Where discriminatory state taxes have become burdensome, the chains are keeping one jump ahead of the tax collector by technically transferring the stores to former managers. Several Standard Oil companies, the Butler Stores of Greater New York, and others, have already adopted this device. These new organizations are really "semi-chains"—the original organization becoming a wholesaler with rights of supervision, and the former store managers becoming technically "owners" closely tied by the name of their stores and by their financial set-up to the parent organization.

## Act Produces Major Changes

The semi-chain unit must have a strong cohesive force to hold its good men. The new owner, formerly a manager, must be continually shown why it pays him not to break away from the parent organization, and why it pays him strictly to follow orders. Only lower buying prices and strong private brands seem to offer the necessary practical advantages to make the semi-chain operate without friction.

Where the Fair Trade acts are in force, the chains and other large operators must face the possibility of seeing the retail prices of national brands controlled by manufacturers. Due to the Patman bill, this threat has been somewhat in the background during 1936, although there is decisive political likelihood that Federal legislation permitting retail price control will be passed in the near future. Likewise,

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**Under the Patman Act, says Professor Haring, there are three things which every manufacturer must do:**

1. He must maintain a good system of cost accounting, so that he knows what it costs to sell both large and small orders.
2. He must, if he makes branded goods, be prepared to give discounts and, possibly, allowances, in reasonable amounts if he expects to continue sales to chains and other large operators.
3. He must show, through his own cost accounting, what size retailer has yielded the best profits in the past, and must gear his new price structure to that size of order.

**BY ALBERT HARING**

*Associate Professor of Economics,  
Lehigh University*

the immediate problem is not acute because the constitutional status of the Fair Trade acts is still dubious.

Such retail price control legislation is aimed almost exclusively at trade-marked merchandise. Unidentified goods are not affected, and the retailer can set his own prices upon his own private brands. With price competition somewhat removed from controlled national brands, the big syndicate will draw its competitive advantage from low prices upon bulk merchandise and its own brands. This tendency is already noticeable in California where the Fair Trade act has been held entirely constitutional. Thus the chain or other large operator will feel a great need to develop and push private brands more extensively and to buy these at minimum cost.

A third change resulted from the sudden passage of the Robinson-Patman act. Manufacturers at once found themselves threatened with huge penalties. Many of them canceled all special allowances and discounts. This meant, to the chains, that merchandise cost more. To compensate for this, the A&P stopped much of its newspaper advertising. This move was, obviously, but a temporary solution, because no one knows better than A&P

that a retailer rapidly loses patronage when customers are not reminded of bargains to be had.

Now the A&P has announced to manufacturers a new buying demand in the form of a 5% quantity discount for the purchase of large amounts plus a 6% advertising allowance for "special advertising and special distribution service." And, fitting new contracts to the clause of the Robinson-Patman bill which makes the receiver of illegal discounts as liable as the giver, the A&P has cleverly inserted this provision: "The manufacturer avows his willingness to make the same agreement as is hereby made with any other purchaser similarly situated and on proportionately equal terms." The actions of the A&P are indicative of the trend.

No law can alter the business principle that a retailer who sells vast quantities will demand a low price from manufacturers. This is an advantage too valuable for any buyer to surrender. Accordingly, the chains and syndicates are again putting on the pressure for special discounts, while, at the same time, forcing the manufacturer to assume all legal liability in determining what "proportionately equal" discounts really are.

SALES MANAGEMENT



Last year the A&P made 16 million dollars on a sales volume of 872 millions, while receiving 6 million in advertising allowances. Some of the allowances and discounts received by this chain and others were obviously discriminatory. To obtain concessions equal to those received in 1935 will mean lower allowances upon a much larger number of products. The extreme special discount is gone, yet the pressure for moderate special allowances for the big buyer will increase.

### Chains Have a Loophole

For the chains to buy economically under the legal control of discounts will not be difficult. The new control covers only discounts, not basic prices. The manufacturer can choose one dozen or one hundred carloads as the minimum order he is willing to accept. Discounts upon purchases above that minimum are the only place where the law will hit him.

Some manufacturers will set very large sizes to their minimum orders, thus limiting possible purchasers to major syndicates. In case no manufacturer cares to gear his price structure to large orders alone, the major retail organizations will end by owning their own factories. The syndicates will not pay one cent more than is absolutely necessary to get the merchandise produced. Since the manufacturer who owns a strong national brand is less likely to cater to huge orders alone, the large operator will often find that economical buying lies in purchasing goods in bulk or with his own label upon them.

Thus, as viewed by the manufacturer, these three alterations in the status of the chains to meet the new laws have merely changed the rules of business. Complexity has been added to business operations. Acuteness of competition, however, has not been lessened.

Out of this complexity, nevertheless, a few courses are clearly indicated to guide a manufacturer as he steers amid the new conditions:

(a) In the first place, the manufacturer must install a good system of cost accounting. He must know what it costs to sell large orders and small orders. Under the new law, it is discrimination to sell the smallest order below cost or the largest order at too great a discount. The whole price structure must be geared to dodge discrimination.

(b) The maker of trade-marked goods, in the second place, must be prepared to give discounts and, pos-

(Continued on page 512)

OCTOBER 1, 1936



Golfers are shown exactly how Acushnet balls behave on the greens with this demonstration caravan which goes to courses and tournaments. It has been an important factor in lofting sales.

## Acushnet Drives Golf Balls Out of Loss Leader Sand; Scores Birdie

GOLF balls are universally sold as non-profit or loss leaders, with the selling of other sporting goods merchandise the major objective. Selling them as a major product at a profit was unknown.

That is, until four years ago when there appeared a comparatively new name in the golf ball world. The name, Acushnet, was put to work in a modest way but in a way that boosted sales to the vicinity of \$700,000 in 1935 and for the greater part of the year held second place in golf ball sales in the P.G.A.

Acushnet Process Co., Acushnet, Mass., is now said to be the only company in the country selling golf balls as a major product.

Four years ago the balls were promoted with a \$5,000 advertising budget. Sales quadrupled in 1934 over 1933; doubled in 1935 over 1934; and rose to an all-time high in the early months of the present year. With a fixed policy of spending 7½% of its sales volume for advertising, the 1936 appropriation was "well over \$50,000."

In addition to consistent use of golfing and trade publications, newspapers and direct-mail to advertise their product, several other factors have had a remarkable influence.

During the latter part of 1933,

Philip E. Young, president, inaugurated a money-making plan when he launched the X-ray examination of each ball prior to its shipment. Not only did this give each ball a rigid testing, but it "sold" golfers on the superiority of these products, because these sportsmen knew that perfect balls and perfect centres meant better performance.

The X-ray use was widely advertised and was featured in all sales contacts. It was a sales-producing theme to show how the most perfect-appearing ball could have an "off centre," a thing that could be found only through X-ray. It gave Acushnet golf balls a guarantee better than words could give. And it boosted sales in skyrocket fashion.

Another sales influence was the repackaging of the entire line of containers about two years ago. The use of Cellophane windows and different colors for different balls increased sales at store counters and made more attractive displays.

But the newest innovation, termed "Golf's greatest sensation," is the Acushnet Demonstration Caravan, a motorized field demonstrator of the trailer type. It appeared last winter at golf courses and tournaments in the South, where it received fine acceptance. So successful was the idea that

(Continued on page 519)



(Give this article to your reception clerks to remind them that theirs, too, is a selling job.—*The Editors.*)

BY  
A LONG-SUFFERING  
SALESMAN



Ewing Galloway

## I'm Fed Up with You Haughty, High-Handed Reception Girls!

SOME day I hope to launch a new organization. I am planning to call it the International Association for the Study of the Reflexes and Reactions of Information Girls and Receptionists. I get around quite a bit. I call on a large number of business houses.

For a long time I presumed, took it for granted, that there must be something about me that the guardians of the outer gate did not like.

I tried Life Buoy soap and Listerine but it did no good. For a wearisome time I hid what I thought was a deep, personal shame in my own heart and spoke to no one about it.

Then, finally breaking down, I began to speak of it to others—salesmen, etc.—and found that they likewise were afflicted. And then I learned, I think, why some business organizations have found business hard to get. Let me illustrate:

Some time ago I was in a large office building when it occurred to me that I had some information that, if passed to a certain official of a certain house, might be helpful to that house. With good will in my heart and malice toward none, I stepped out of the elevator and approached Miss Information.

"Is Mr. Blank in?" I asked.

"What is your name?" she asked. "Whom do you represent? What is your business with him?"

I told her the first two but wavered on the last.

"Have you an appointment?"

"No," I replied. "But is he in? I'd like to see him just for a moment."

At this instant Mr. Blank appeared in the far end of the hall, flicked a cigarette butt and passed into his office.

"I would suggest," said the young lady, "that you step out of the building, call up, and make an appointment."

When I went out I bumped my head on the door knob and my stature has never been quite the same since.

A little later I called up an official of an airline company and put a proposition to him. He seemed much pleased with the idea and asked me to come out right away. He was apparently hot to give me the interview and I went, all speed.

I arrived, gave my name, my business connection, and beamed upon the girl at the desk with all the glow of youth. She looked at me archly and said:

"He is *very* busy this morning."

There was an accent on the "very" that seemed to spell finality. But this time, for I had traveled several miles, I rose to the occasion:

"Little girl," I said, "You just hop right in and tell him I'm here. Then see what happens."

If I had been a knight in armor her look would have melted the rivets and I would have stood there undressed. But she went in, and I got in, and the business was accomplished.

A few days later I called up another man and he told me to come right down. It was a matter of some importance to us both. Again I entered and bared myself. This little lady simply said:

"He's busy."

"I'm glad to hear it," I said. "And now, if you will kindly bear him my compliments on the state of his affairs, and will tell him I'm here he will be glad to keep the appointment I have with him."

He came out, shook my hand, and while we were passing a word or two before retiring to his office another caller entered. I stopped abruptly, cocked an ear and listened.

"I beg your pardon," I told him, "but I wanted to hear how she might

(Continued on page 514)



Underwood & Underwood

(And give this article to your salesmen to show them how to persuade a lady.  
—The Editors.)

BY  
A GIRL WHO KNOWS  
THE ANSWERS

## —And I'm Tired of Trying to Give You Slick Gate-Crashers a Break!

**O**F all salesmen the most annoying to me is the Slay-'em type, or Breezy Boy. He leans confidentially across my desk, breathing into my face. "How are yuh, Girlie? Gonna be a good sport an' give a guy a break? Dress's cute's the devil, didyuh know it, huh? Gonna lemme see His Nibs this mornin', Honey? I *know* the Ole Boy's in, Cutie, an' I got a nifty li'l picture book for him all 'bout sunshine an' light an' fer-resh air, Kitten."

Neither he nor his program for air conditioning get any further. The fact that his "line" offends me justifies my assumption that it would also irritate the quiet, conservative senior partner. Even though I happen to be aware that the boss is toying with the idea of introducing air conditioning into his Summer residence, Breezy Boy doesn't get a chance to see what he could do about it. There are enough other salesmen in this particular business for me to pick and choose to suit my employer's temperament.

By the Slay-'em salesman the function of a receptionist is not recognized. To him she is, rarely, a Pip; much more frequently, an Old Maid; and at all times, a nonentity. After kidding her along and familiarly wip-

ing his feet on her as he would the door mat, he often has the temerity to report to his manager, "I can't get past that d - - - d girl who sits outside!"

Breezy Boy fails to realize that the day of the flip, gum-chewing switchboard operator addicted to diurnal communion with "Fritzi Ritz" and "Laura Jean Libbey," with the incidental duty of handling callers, is over. Executives and professional men no longer consider the personal visits of their clients, business associates, authorized salesmen and friends as well as the elimination of time-wasting solicitors a casual part of a busy telephone operator's job. Most of the receptionists of the past few years are college trained and take care of their responsibilities creditably. Because of their education and knowledge of psychology, they are not as easily fooled, lied to or impressed by burlesques and showmanship as the former operator-receptionist.

But Breezy Boy is still too wise to wake up and goes right ahead playing the Slay-'em role when it's a matter of business evolution that the girl who could be "slain" does not often sit outside today.

Superior in an almost unbelievably

ridiculous way is the Sacred salesman. He flings wide the portals and thunders into the office like Billy Sunday on a rampage of salvation. Smiling with unholy candor and sales warning intensity, he proclaims, "*You*, Miss, have been picked out. I'm goin' to give you the op! por! tun! ity! of a life time. *You* are bein' privileged. I'm a college man. I was a val'dictorian in high school an' all that sort of thing. I *could* have been a doctor, a lawyer or even an engineer, but I chose selling. Selling to *you*, Miss. Why? Because I love to *give* things, good things. I said to myself when I faced the crossroads of life, what salesmanship needs is intelligent men, men of high caliber, so I become a salesman. I have in mind for you this morning several magazines which I — —"

When he pauses on the "I am the Light" text long enough for me to wedge in the suggestion that all the subscriptions for the office waiting room magazines are splendidly taken care of by a really fine salesman, he commands my infidel tongue to silence.

"You need these superior publications for a place like this," he chants, spreading out copies of magazines as



if they were sacrosanct.

I motion to a table at the right of my desk where all those mentioned by him are lying.

"Do *you* have the *Patriot* in your home?" he flings his finger at my face awaiting eagerly to hear the confession of my sins of omission.

"I don't care to —"

"Now then. Now then," he hushes me soothingly. But immediately preaches, "I will not force you. Break your sales resistance? Never! I will not stoop to trickery, showmanship, demonstration. I will merely in detail point out why you in particular often need a little inspiration. When I get through even *you* will understand why you feel impelled to buy the *Patriot* from —"

"Unfortunately, my time is not my own to give to you. Good morning."

He then gathers in his magazines. Revising his text to "Mend Thy Ways," he bellows, "You've got to be bullied. Can't recognize good constructive sales ability. Don't even know selling's a calling, a profession. Probably scared you'll lose your job, too. Well, I'd think more of myself than that. I'll get in yet and sell to the secretaries. They know a thing or two, Miss." Out he stalks, a misunderstood artist, in enraged omnipo-tence.

### "Sacred" Salesmen—Blah!

At first I believed this man to be individual, but as time brought more and more of the Sacred salesmen to my desk, bravely casting their pearls before swine, I had to admit that he was just one of a type. He warns me in a series of inspired gestures and self-laudatory words, why not be smart like the ninety and nine inside? Or do I always want to be a nobody, the one lost sheep? I think he really has a good time playing savior to the girl who sits outside, until she refuses to buy his violets. Then, offended unto death, he departs with his spot remover, vacuum cleaners and unexpurgated editions.

When he says, "It's something personal," he usually turns out to be just another Would-be Deluder or Snob salesman putting up an out-moded bluff and he doesn't get his panama hats, furniture polish, investment services and garden guides past my desk. The more he permits me to humiliate myself by having to squeeze information out of him, the less time and respect I have for his tactics.

My method of procedure is to challenge him politely with the fact that he has no appointment. I do

this because he *might* be a personal friend of the man for whom he has asked. If he be a friend, he will almost without exception blurt, "No, I haven't an appointment. Just came through from Detroit and thought I'd drop in to see Al. Haven't seen the old rascal for a good many years. If he's busy though, don't disturb him. I wouldn't have you do that for anything. Not busy? Good! Tell him it's Sceeter. Wonderful view of the harbor you've got up here."

True, the friend is not always from Detroit, seldom calls the senior partner an old rascal, only occasionally notices the view from the office windows, but there is one suggestion which he invariably makes. That is, he always cautions me not to disturb the executive if he should prove busy. Not so the Snob salesman, who thereby gives himself away. He, in answer to my hint that the senior partner is usually available only by appointment, arches his voice to question, "Is he in?"

### No Gate Crashers

I feel that if a caller comes into the office asking for an officer without first having bothered to make an appointment or without at least attempting to explain this failure, his errand cannot be of such tremendous personal importance that I am precluded by good business ethics from inquiring as to its nature. Of course, the Would-be Deluder's indignation that I, the girl who sits outside, should dare to ask an inkling as to his mission, knows no bounds. He feigns extreme offense and in restrained anger leaves me, wholly unaffected I must confess, by his insinuation that after he has told the executive of my pertness, etc. What affects me far more, however, is that the "something personal" is always in the form of bug powder, hand-made ties, etchings, rock wool roofing programs, or the offer of 10M Associated Gas 5s of 1950.

The dismissal of the Snob salesman is not by any means always easy. He often insists on waiting until the executive he has asked for is free. I have had it happen a great many times that one of the officers would pass my desk saying "Back at one o'clock, Miss Little," being absolutely unrecognized by and unrecognized of the arrogant caller sitting waiting for him.

What amazes me about these Would-be Deluders is that it occurs to so few to cooperate with me by merely telling what they want. I should not be the watch dog I am considered by them if they treated me as if I were interested in the time and

business of the men who employ me.

Never do I destroy the cards of salesmen who impress me, in case some one in the office should ever need their services. Over a period of three years I have admitted unknown salesmen who have succeeded in selling to the various men to whom I recommended them, books, efficiency desks, water coolers, fire alarms, filing cabinets and oriental rugs. Nor do I fail to keep a record of salesmen from whom I have bought even such small items as stockings for secretaries who "get a run," peanuts and candy for "starved" stenographers, emergency handkerchiefs and greeting cards for the men who "forgot."

### Here's the Right Way:

This is how I like to do business and what I call proper treatment of the girl who sits outside: One morning a well-dressed, middle-aged man stopped at my desk.

"I came without an appointment to see Mr. Jones about some insurance. Here's my card, but if he's busy, could you ask him when I might come back? I'm the agent for his brother-in-law and it was from him I got this lead."

I pulled from my desk drawer a list of all the kinds of insurance carried by Mr. Jones, one of my ideas for saving the time of everybody concerned. "Might I ask what type of insurance you have in mind for him?"

He replied promptly and without any insinuation that I should *not* be minding my business, "Golf insurance. I know Mr. Jones is a golfer."

Nowhere on the list in my hand was the item of golf insurance. Needless to say, this man appealed to me because of his unusual frankness and cooperation. The agent's message and desire for an appointment I explained to Vice-president Jones, who was interested. He had never heard of golf insurance and said that he would see the agent at ten the following morning. This I confirmed with the salesman, then filled in the ten o'clock period on Mr. Jones' appointment sheet and sent a memo of it to his secretary. Yes, I did add golf insurance to Mr. Jones' list about a week later. Within a month the three other golfing v.-p.'s had similar insurance on their lists.

But for even good salesmen it is not at all times as easy as that. If Mr. Jones had advised me that he wished to see no insurance agents until further notice, all I could do for agents asking for him would be to retain their cards. If, however, I have received no prohibiting instructions,

(Continued on page 515)





The national budget stands approved as red.

A strabismic person (cockeyed to you) believes there are two ways of looking at everything.

The surest way to bring about a return of that loathsome era known as National Prohibition is for liquor advertisers to claim certain virtues for their products which they do not in fact possess. For instance, the word "wholesome" in connection with hard liquor puts a strain on the imagination, just as it may put the skids under the whole business. We voted for "personal liberty." We got it. Let's not abuse it.

Vacationing in West Virginia, Maureen Murdoch reports a sign: "Dine and Dance in Daniel's Den." With members of the local Lions Club, she assumes.

Mr. Farley's department has issued a new series of commemorative stamps, honoring American military heroes. Ruth Williams says those men may have felt pretty cocky when they were winning battles, but they are in for an awful licking now.

My compliments to Procter & Gamble for publishing the names of winners in the Ma Perkins Oxydol Jingle Contest.

Bill Sheehy, also vacationing, saw some amusing signs. "The Chat and Chew Barbecue," for instance, and "Drum Major Gin—Full of Authority." He insists he saw an air-conditioned Pullman car named "McClammy."

Good headline by Heinz in the September *Fortune*: "Cook's Detour."

"Gone with the Wind" should have been illustrated by George Belcher, if you know what I mean.

Neat headline twist by Jack Fisher for Chalfonte-Haddon Hall hotels (Atlantic City): "Accent on YOU."

In my opinion, Bermuda should establish a short-wave broadcasting sta-

tion, now that they will have airplane service to New York. "This program is coming to you from the outdoor swimming-pool of the Castle Harbour." Think what that would do to us Winter-weary souls in snow-bound January!

Kensil Bell tells of a warehouse in Washington that must be very swank. It is called "Palais Royal."

And do you know about the Robin-Hood Garage in Philadelphia? Thoroughly honest, in spite of the implications.

When ghost-writers go on vacation, do they leave a skeleton force behind?

George Horace Lorimer has resigned as editor of *The Saturday Evening Post*. As if unemployment weren't bad enough.

Landon and Roosevelt met to discuss the drought. They doubtless found it a dry subject.

Horace Williams, who is with a medical publisher, thinks a good title for a book on obstetrics would be: "Take it away, Doctor!"

Following the Irving Thalberg screen success, we may expect Jack Benny to do a parody called "Radio and Juliet."

Tapster, the ingenious beer pitcher that also serves as a can-opener, product of Revere Copper & Brass, has a swell paradox for a slogan: "It opens as it shuts."

It is idle to discount the element of luck in business and politics; else how would you account for the meteoric rise of certain phonies of your acquaintance?

Young men should hold fast to their dreams, as the President suggests. I recommend a hay-hook as an accessory, however.

Nine readers out of ten are literal-minded. Bear this in mind when you are tempted to get gay in advertising copy. Save your best wisecracks for dinner conversation.

That doesn't mean, of course, that copy should be dull. I merely warn against the so-called fast ones.

Harry Richman filled the wings of

his transatlantic monoplane with 40,000 ping-pong balls, to keep the plane afloat, in case. This sounds like the best use of ping-pong balls to date.—T. HARRY THOMPSON.



"Apple Pie Ridge" brand vinegar makes pies, too.

## Vinegar "Packed" in a Rolling-pin Gives New Talking Point

Shenandoah Valley Apple Cider and Vinegar Corp., Winchester, Va., in bottling its vinegar in a glass rolling-pin is capitalizing on novelty and utility. The unusual "bottle" attracts attention in the store; and it later becomes a valuable aid to housewives in rolling pie and biscuit dough.

A tender, flaky crust, expert chefs agree, is best achieved when the dough is chilled, or rolled with a cold rolling-pin. The "Roll-Rite" pin, a product of Owens-Illinois Glass Co., may be filled with chipped ice or water through an opening at one end of its handles.

Having no sharp edges or grooves to catch flour or dough, the "Roll-Rite" is easy to keep clean.

An additional use for Shenandoah's "Apple Pie Ridge" brand bottles is that of a refrigerator liquid container. Fruit juices, tea, drinking water, etc., may be kept in them with a minimum of space required. When thus filled with a chilled liquid they are always ready to be taken out and put to work as a rolling-pin.

Because the "Roll-Rite" is popular as a gift, especially for kitchen bridal showers, there are many re-sales. Its very novelty provokes comment and word-of-mouth advertising, a powerful sales booster.

# Illinois Retailers Press War Against Direct Sales to Employees

Chicago Retail Hardware Association presents platform which calls for boycott of manufacturers and jobbers who sell direct to factory employees at wholesale prices.

BY LESTER B. COLBY

"FROM our experience of selling approximately 100,000 . . . to employees of 3,500 industrial concerns, many of whom are the largest in the country, we are confident that your employees too will appreciate your giving them the opportunity of participating in the purchase of such an outstanding value. Won't you pass the offer around, please?"

"Orders are accepted on regular company purchase orders or shipment will be made to responsible parties in care of your company, whichever is more convenient to you."

The above is a direct quotation from a large manufacturer of electrical appliances. It was taken from a letter addressed to the head of an important industrial manufacturer in Chicago. The Illinois Federation of Retail Associations composed of 20 retail associations in various lines of trade are now busily engaged in collecting copies of such "offers" made by manufacturers.

## Boycott Under Way

Numerous plant executives who condemn "direct selling" are forwarding the central organization original or photostatic copies of similar sales offers. Retailers who are members of these associations have agreed that they will not buy from manufacturers engaged in this form of industrial selling.

In other words, this group has declared an organized warfare and has announced that it intends to work to extend the war to every part of the United States.

Two meetings have recently been held in Chicago to work out a plan of campaign aimed to discourage "industrial selling" which, retail merchants say, is costing them millions of dollars' worth of business yearly. (See SM, July 1, 1936.)

The interest being developed in this campaign is indicated by the fact that the presidents of two of State Street's

largest department stores were present in person and the president of one of the nation's largest chain store systems attended. Several other large Chicago stores sent high officials.

Two hundred and ninety-seven retail merchants attended one of these meetings. Previous to the meetings the Chicago Retail Hardware Association had worked out a platform which had been given the approval of one of Chicago's best known law firms.

This platform was submitted by the Committee Against Direct Selling after it was approved also by the board of governors of the hardware association. In a sentence the platform calls for the boycotting of all manufacturers and jobbers who continue to sell direct to factory employees or groups at wholesale prices.

## Putting Teeth In It

Labeled a "Platform Opposing Direct Selling by Jobbers and Manufacturers to Your Customers," it reads:

### No. 1—Purpose of Committee

(a) To bring about the elimination of Direct Selling by manufacturers and jobbers to consumers.

### No. 2—The Working Plan Shall Be As Follows:

(a) It shall be unethical for a hardware jobber, or any other jobber who sells to the retail hardware merchants, to sell merchandise direct to the customers of the hardware merchant, and it shall be the duty of the hardware merchant to suspend purchases of merchandise from the jobber who sells his customers.

(b) It shall be unethical for any manufacturer selling direct to the hardware merchant or through a wholesaler to sell any merchandise retail at so-called wholesale prices to any one, and it shall be the duty of the hardware merchant not to purchase merchandise manufactured by the manufacturer who sells direct to the customers of the retail hardware merchant.

(c) It shall be considered unethical for the hardware manufacturer to buy direct from any other manufacturer or jobber for the employees of said manufacturer, or for the employees' friends of said manufacturer, and the penalty shall be that the retail hardware merchant will not purchase for sale in his store, merchandise manufac-

tured by the manufacturer who follows this practice.

(d) It shall be considered unethical for any manufacturer to sell to the so-called "gyp" jobbers or "vest-pocket" jobbers, or selling organizations, who do not have a retail outlet and who make a practice of advertising wholesale prices to the consumer. The manufacturer who sells the above-mentioned outlets shall be considered unethical in his distribution and shall not be entitled to sell the legitimate jobber or retailer.

### No. 3—Action of Merchants

(a) It shall be the duty of all retail hardware merchants to suspend purchases from those jobbers and manufacturers who continue the practice of selling the consumers or your customers.

(b) It shall be the duty of the hardware merchants to advise the office of the Chicago Retail Hardware Association any knowledge they may have in regard to any manufacturer or jobber selling direct to their customers.

(c) The hardware merchant must have written evidence of a case in question and support it by facts in writing, either by copies of invoice, order numbers, or such other information as will help this Committee in presenting the facts to the proper authorities in order to bring about an adjustment in the case. IMPORTANT: WE MUST HAVE FACTS!

## Point Out All Slackers

### No. 4—Action of the Association

(a) It shall be the duty of the Association office to publicize to the merchants, at regular intervals, all manufacturers and jobbers who violate the rules and regulations laid down by this Association, that the merchants may know the offenders.

### No. 5—Protection of the Association

(a) It shall be the duty of every retail hardware merchant to support and defend the Chicago Retail Hardware Association against any jobber's salesman or manufacturer's salesman attempting to undermine your organization and the penalty would be to discontinue purchases from such jobbers and manufacturers. NOTE: REMEMBER THAT THE OBJECTIVE OF ALL COMPANIES WHO CRITICIZE YOUR ASSOCIATION IS TO WEAKEN YOUR ORGANIZED EFFORT TO DEFEND YOUR BUSINESS AGAINST THIS PRACTICE.

I/We, realizing that the execution of the above Platform is essential to the preservation and continuation of my/our business, do therefore agree to abide by and conform with the above Platform to the best of my ability.

(signed) .....

In organizing the campaign in Chicago 15 sub-committees were formed with a chairman for each. Each chairman then appointed his own committee of ten dealers in his district. After that each committee member gets to work and calls on his friends in the trade. Meetings are held and the flame is fanned.

Besides the above the board of governors, composed of nine, has a committee of ten for each member. In other words there are 240 retail hardware dealers busy actively organizing the campaign in Chicago.

This method of working has been  
(Continued on page 498)

SALES MANAGEMENT



BY  
LAWRENCE M.  
HUGHES

Instalment sales have "taken the rap" for the Depression—without reason. With car and appliance time payments hitting fresh highs, losses are trifling, in one instance at zero! Nearly everything is bought out of income, from dough mixers, printing presses, and stokers, to clocks.



Ewing Galloway

He's an average "on time" car buyer: Aged 37, married, with an income four times as much as his monthly payment.

## America Buys More "on Time"— But Pays More Promptly, Too

**I**NCREASED sales of automobiles, automatic refrigerators, oil burners and other appliances in the last three years—some of which are now at all-time record levels—have been accompanied by an increased proportion of payments made on time.

They have also been accompanied—especially in contrasting 1936 and 1935 with 1929—with an increased desire and ability of consumers to meet their payments promptly.

In connection with a recent application to the Securities and Exchange Commission for a \$100,000,000 debenture issue, General Motors Acceptance Corp., automobile and appliance financing subsidiary of General Motors Corp., pointed out that its losses on retail sales had declined consistently from 0.534% in 1931 to 0.009% in the first five months of 1936. In other words, GMAC's losses on consumer purchases currently have been only about one-fiftieth of what they were five years ago.

The dealers' showing was even better. GMAC's losses from financing dealers' purchases declined from 0.085% in 1931 to exactly 0.000% (nothing at all, to you!) in the first five months of this year.

Passenger car sales this year have been at a level exceeded only by 1929, and commercial car sales have been at an all-time high. Fifty-eight per cent of automobiles are now bought

on time, as compared with 52% in 1933, and 62% in 1929. Eighty-five per cent of automatic refrigerators are now bought on time. The predominant number of other appliances retailing at \$50 and up—oil burners, radios, air conditioners, etc.—are bought, and paid for, on time.

It would appear that those who blamed the recent depression on the rise of instalment buying during the twenties were screwy. It was said that the American people were rushed headlong by high-pressure selling and advertising into buying things they did not need or could not pay for, and that in many instances they were still paying long after the things themselves had been worn out.

This, of course, was exaggerated. It was not true. Then, as now, the dealers and the finance companies looked into their ability to pay. Then, as now, at least 99% of them paid. They paid well within the life of the car or appliance which they bought.

And the fact remains that if they had been forced to pay the full price of the product down, many of them would have had to wait for years. And industry—and employment—might have been in worse straits than now.

It is the American habit of wanting, the habit of buying, and the habit, somehow, of paying, that have made the economic wheels go round, and that still make them go round.

The three large companies which finance the sale of these products—GMAC, Commercial Credit Corp. and Commercial Investment Trust Corp.—have acquired plenty of data over a long period of years with which to prove that it pays to "grubstake" the modern American consumer.

Just as GMAC is affiliated with General Motors, CCC is partially owned by Chrysler Corp. A broader picture, perhaps, may be obtained from the operations of CIT. This corporation is independent, and works largely with "independents." Among manufacturers whose dealers and dealers' customers it serves are Ford (through its subsidiary, Universal Credit Co.), Nash, Studebaker, Hudson, Reo and Graham cars, Mack, White, Federal, Stewart and Sterling trucks, Westinghouse, RCA, Stewart-Warner, Crosley and Zenith radios and electric appliances.

About 10% of its business is now in financing equipment purchases by industry—from steamers and stokers and power plants to tractors, dough mixers and printing machinery. This might be called a depression and post-depression trend. Industries discovered, when needing new equipment, that instead of getting bank loans or issuing debentures—and thus in a sense mortgaging their entire property—it was simpler and safer merely to buy the individual item on time. If



the company got into trouble the noteholder could not take the whole plant!

Although the appliance and factoring parts of the business have grown in recent years, more than two-thirds of the total is still in the wholesale and retail sale of automobiles. The volume for the first half of this year was \$600,000,000, a record for CIT's 28 years, and about \$440,000,000 of this was on automobiles, wholesale and retail.

The company's total volume last year was \$966,000,000, or about twice the pre-depression high mark, in 1929, of \$490,000,000. It is only slightly smaller than that of GMAC, which last year was \$1,031,000,000, and is considerably larger than CCC.

Although CIT did not quote figures on its credit losses, John W. Darr, vice-president, told SM that the current ratio is about that of 1932 and 1933, and is in turn about half that of 1929. "People on the whole are a good risk," Mr. Darr said, "and we have found that the public does not need a guardian. They don't over-commit themselves."

### The Low-Down on 10,000,000

CIT has some 1,000,000 active customers on its books now. It has data on about 10,000,000 or 12,000,000 previous customers in its files. The dealer, of course, looks into the prospect a bit before he sells him. The consumer makes out a credit application. (In the case of automobiles, the down payment is generally one-third or more of the total.) The dealer submits the paper to the company. Investigators are put on the job. CIT has 163 offices of its own nationally, and Universal Credit Corp., a subsidiary which finances purchase of Ford cars, has a hundred.

Mr. Darr analyzed 1,000 orders from one current day's pile. Of these 561 were automobile accounts, 429 household appliance accounts. Average automobile instalment was \$37.27, and average monthly income was \$154.97, or a trifle more than four times as much. The average age of applicants was 36.5 years and 70% were married.

On appliances, the average instalment was \$7.50 and the average income \$126.02 a month. Ninety per cent of these applicants were married (single people may buy cars, but few of them buy household appliances) and their average age was 37.

There are three basic limiting factors of the business, so far as the consuming public is concerned. CIT will not finance anything the life of which is not longer than the period of pay-

ment, thus disproving the statement that people keep on paying long after the article is worn out. It will not finance anything without resale or re-possession value, and it will only finance "movables." For example, it will finance portable air conditioning units, but not air conditioning "systems" in homes. These requirements do not apply to industrial financing or income producing equipment, which are handled in a different way.

Continually, CIT keeps an eye open for new industries. At present it is financing two or three touring trailer concerns, including Covered Wagon Co., the largest in this field.

Like every other form of economic enterprise, CIT must project itself. It must "sell," by increasing the scope of its service and by emphasizing the fact that our economic system is a triangle of mass production, mass selling, and mass buying, and that the last is not the least important of the three.

Last spring CIT began its first national advertising campaign. This campaign, which is being continued, includes pages in *Saturday Evening Post*, *Collier's* and *Time* and sizable and consistent space in 32 large-city newspapers. The theme is, "As Sales Go Up—Prices Come Down." This is expressed in terms of various products the purchase of which is financed by the company.

The first ad, for example, pointed out that with the introduction of instalment selling, "motor car sales in-

creased by the millions. Prices dropped by hundreds of dollars per car. And better automobiles appeared." "For a fraction of the price" which "Diamond Jim" Brady paid for a rattletrap "horseless carriage," 40 years ago, "you can get a car today with power, comfort and dependability unimagined even 10 years ago."

A booklet, "Buying Out of Income," is offered in each ad.

The finance companies, Mr. Darr emphasized, are a modern means of helping people to "pioneer." CIT has found that "Americans are good prospects, because they not only buy but pay."

The company, on its part, tries to make the conditions fair. In the event of calamity—droughts and floods and such things—"every effort is made to adjust things to the buyer's ability to pay." This includes, when necessary, extending the payment period. Usually, people do not ask for more time than they actually need. They are proud of their ability to get back on their own feet.

### Johnnie Walker Walks Forward

Fall advertising of Johnnie Walker Scotch whisky will be the largest for any comparable period in the history of the distilling company in this country, announce J. M. Mathes, Inc., agency in charge.

Newspaper ads in 72 cities, color pages in 16 magazines, and painted outdoor signs in the large metropolitan centers will be employed. The campaign is carried on through Canada Dry Ginger Ale, Inc., American distributors of JW.



Chains for the Farm: Salesman Jack Taylor, of the Chicago office of American Chain Co., makes everything secure before starting on a long trek through the farm states to show Weed tractor chains. He and his trailer will visit dealers, many state and agricultural fairs, talk to prospects face-to-face. With Firestone and other tire makers whooping up low pressure tires for tractors and other farm machinery, there is an expanding market for chains to help on muddy, slippery land. American Chain is going right into field and pasture to get some of this new business.

SALES MANAGEMENT

### Responses of 1,010 People to "Who Sponsors the Program?"

Program or Star	Correctly		Wrong
	Identified	No Answer	
Amos 'n' Andy .....	913	83	14
Eddie Cantor .....	499	321	190
Boake Carter .....	661	331	18
Kate Smith .....	574	393	43
Lawrence Tibbett .....	172	724	114
Ripley "Believe It or Not" .....	547	429	34
Bing Crosby .....	439	534	37
Fred Allen "Town Hall" .....	518	460	32
(Lanny Ross) Showboat .....	700	285	25
Major Bowes' Amateurs .....	849	136	25
Wayne King .....	729	265	16
Jack Benny .....	776	222	12
Rudy Vallee .....	593	396	21
Death Valley Days .....	545	454	11
The First Nighter .....	549	436	25
The Lone Ranger .....	604	380	26
Orphan Annie .....	582	407	21
One Man's Family .....	232	745	33
Today's Children .....	146	828	36
	10,628	7,829	733

## Do Listeners Associate Radio Stars With the Correct Product?

A SURVEY made in the late Spring of 1936 in the radio field by several students of business in a middle-western college reveals some interesting facts about the identification of the sponsor.

The names of a number of leading radio stars and programs were listed and space left after each name for the person questioned to indicate the sponsor or the product. The purpose of the survey was to find out how many radio listeners associate the name of a star or the entertainment with the name of the sponsor or the product.

The summary table of the answers of 1,010 persons is largely self-explanatory. The column headed "correct" lists the number who knew the name of the sponsor or product. The second column, "no answer," shows how many had no idea regarding the sponsor or product, and the last column indicates a wrong answer.

#### Amos 'n' Andy: PEPSODENT

Largest number of correct answers; very few wild shots.

#### Eddie Cantor: PEBECO

Majority of wrong answers were for Chase & Sanborn, his former sponsor. Now he's on Texaco.

#### Boake Carter: PHILCO

Here's a news commentator with a

Test shows great variations in answers—college students asked to identify sponsors of leading programs make 10,628 correct answers; 733 incorrect, and 7,829 "don't know."

BY

HERBERT VICTOR

following—but note how large a number declined to answer.

#### Kate Smith: A. & P. COFFEE

Majority of wrong answers were for cigar companies. Kate Smith used to be paid by a cigar manufacturer.

#### Lawrence Tibbett: PACKARD

Do the results here indicate that it does not pay to get a star who has recently had numerous sponsors—unless the new boss plans to broadcast the same star over a long period?

#### Ripley "Believe It or Not":

BAKERS' BROADCAST (FLEISCHMANN)

A fine showing for a program with little advertising and an advertising script that tells you to buy more bread.

#### Bing Crosby: KRAFT-PHENIX CHEESE

Perhaps these answers for Bing Crosby reflect the fact that there were many guest stars.

#### Fred Allen "Town Hall": IPANA AND SAL HEPATICA

"The Smile of Beauty and the Smile of Health" may frown upon these results. It's surprising that 460 didn't recognize the sponsor or product. It was on the air for some time—and plenty of time was devoted to advertising.

#### (Lanny Ross) Showboat: MAXWELL HOUSE COFFEE

This old timer and favorite makes a good showing.

#### Major Bowes' Amateurs: CHASE & SANBORN COFFEE

Only 25 guessed wrong—849 knew the advertisers. Amateurs or not—it's still "All right—all right." What is Major advertising today?

**Wayne King: LADY ESTHER**

Did pretty well. Plenty of advertising.

**Jack Benny: JELLO**

Because this comedian has found a way of kidding the sponsor, he has been able to mention the name of his product very often during a broadcast, and in such a way as to keep the listener's interest and make both listener and sponsor smile.

**Rudy Vallee: FLEISCHMANN YEAST**

After seven or more years with the same sponsor he deserves many more votes. The little health talks come often enough—possibly too often.

**Death Valley Days: TWENTY**

**MULE TEAM BORAX**

The title of program suggests the name of sponsored product, yet 454 were not able to think of product.

**The First Nighter: CAMPANA'S ITALIAN BALM**

Good response for this type of show.

**The Lone Ranger: SILVER CUP BREAD**

A surprise — here's another western, practically a kid's program, that drew a real vote. "Hi Yo Silver," you've got a large audience.

**Orphan Annie: OVALTINE**

Another kid's program that also attracts the big folks. And then too, they advertise similarly in the papers.

**One Man's Family: TENDERLEAF TEA—ROYAL GELATIN**

In some ways this show is the best yet devised for real entertainment. Sponsored by many different advertisers in the past two years. Now Standard Brands has the show—sells Tender Leaf tea (when the survey started they also advertised Royal gelatin). The problem is probably one of advertising script; recently they seem to have found the solution. A survey three or four months from now should show a marked advance in listener recognition.

**Today's Children: PILLSBURY FLOUR**

A daytime program that had a fair score when one considers it is strictly a program for women who arise before 10 A. M.

After surveying these results, a few conclusions may be drawn:

1. More care should be taken in

presenting advertising copy over the air.

2. People may follow the stars—but they do not necessarily know the sponsors or products. The problem may be to get the stars, then advertise both them and the products, not only on the air, but in other media. That is, the stars need a build-up. After a short time on the air they create a following—if they are good; after a longer time, with the same sponsor, they begin to get listener recognition for the product.

3. Too much radio advertising does not appeal to the listener. The big drawing power is the show and the star—the listener is interested during the entertainment. When the advertising starts, during the intermission (as it is called), the listener gets a moment of relaxation. During this time he and his friends, who may be listening with him, begin to talk of the entertainment and tend to ignore the advertising.

The advertising period tends to be a moment of "let down" during which the listener rests and recalls the program, rather than devoting his atten-

tion to the advertising copy.

4. Too many stars are probably bigger than the advertiser.

The fight is between the copy and the star—if radio advertising is to be effective, it will have to be presented concisely and impressively.

[Editor's Note: Is it not possible that a listener who isn't able at some later time to recall the relationship between star and sponsor may nevertheless hear the advertising message and be influenced by it? Lee H. Bristol writes: "Is the crux of the situation a quick association of any name of star or radio show to a product from a recall basis? I can conceive of sales effectiveness still asserting itself in two ways: A short-memory person who buys on impulse, but is no good on a recall test; and the person who does not correctly identify the product on recall, but who later when exposed to point-of-purchase influence, is informed adequately enough to be a good prospect for purchase."

Has anyone made a reverse test: Given people a list of *sponsors* and asked them to name the star or the program name?]

## Marketing Flashes

[Colors by Graph, Not by Guess—Diesel Autos, Trailers]  
[to Transform Travel?—Pre-selling a Radio Period]

### Specter

An automatic analyzing machine to match and standardize colors, translating rainbow hues into graph curves, is announced by International Printing Ink Corp., New York.

Invented by Prof. Arthur C. Hardy, of M. I. T., the device's official name is "recording photoelectric spectrophotometer." That being too big a mouthful, laboratory men using the machine commercially call it "Specter." In appearance, the Specter resembles a large "U"-shaped telescope. Its operation depends chiefly on the ability of the photoelectric cell to turn light waves into electrical energy. Three minutes after a sample of any colored material is placed in it, the apparatus turns out a chart showing precisely how much of each wave length of light is reflected by the sample. Each color shade, and there are millions of gradations, is thus represented by its own peculiar graph curve.

Designers, packagers, and advertisers, as well as makers of inks, dyes, paper, paints, and textiles, will want to inspect IPI's \$5,000 machine, the

first in daily operation. As an example of the manner in which Specter turns previous color-matching methods topsy-turvy, IPI cites a recent conference.

Representatives of a national advertiser met with chemists to decide what shade of blue should be used on the advertiser's packages. They studied graphs from the Specter. Not a color sample was in sight. After looking at an assortment of curves they picked one as being most suitable.

That color graph will never fade or vary in any way. Filed, it will provide an infallible future guide whenever a question of variation from the standard arises. IPI believes the Specter is worth every nickel of its cost.

### Boraxo

Pacific Coast Borax Co. (20 Mule Team) is doing right well with its "Boraxo," a soap powder for the hands, in a limited territory. Newspapers in the cities of Washington, Oregon, and California are being used to describe this:

"Fine toilet soap, plus borax,

SALES MANAGEMENT



blended in a special cleansing form. . . . The big can, with the handy sifter-top, lasts a surprisingly long time, yet costs but a few cents. . . . Stubborn grease and oil stains. . . . Berry, fruit and vegetable stains and odors" all vanish under Boraxo's "magic."

McCann-Erickson's San Francisco office is handling the ads. Besides newspapers, the "Death Valley Days" Pacific broadcast is boosting Boraxo.

Recalling the history of tooth powders, which rose from comparative obscurity to popular esteem so that most tooth paste makers had to bring out a powder, astute market men are paying attention to Boraxo's climbing Pacific Coast sales. National distribution is being pondered by PCB Co., but nothing definite is scheduled.

### 39 Miles to a Gallon

Saurer Diesel Co., of Switzerland, brings to America a Diesel-powered automobile that will run "39 miles on one gallon of ordinary No. 3 fuel oil, costing 6½ cents." The car is built in Europe, but plans are afoot for production in this country. Advertising, through U. S. Advertising Corp., is also planned.

Engineers know that a steam engine is only 6% efficient; gasoline engines are 19% efficient; but a Diesel engine converts 44% of the potential power of the fuel into active force in the crank shaft. Since Diesel motors burn the cheapest grade of fuel oil, the Saurer, it is claimed "will cut driving costs by 90%."

Saurer company is no newcomer in the automotive field. Back in 1911 one of its trucks was the first to carry freight from New York to San Francisco. As one means of stirring up interest in the demonstration car, it will be sent across country, retracing the route of the pioneer Diesel truck. If claims are fulfilled and public acceptance follows, Diesel engines may bring as great changes to Detroit as did talkies to Hollywood.

### Booklet Bureau

"Just call the Booklet Bureau and we will see to it that you receive any advertised booklet, if it is published free. No charge for our services," that newly formed organization will announce in Manhattan dailies October 15. Although still in the experimental stage, the Bureau has plans for extending the idea to 101 cities.

Advertiser-participants share in the cost of cooperative ads explaining the plan, and they pay a dime for each inquiry received. They also will feature the Bureau's telephone number in their individual ads.

Sherman Amsden, who established the "call to find who sells it" service in 101 cities last year for the Hearst magazines, is back of the project.

It is believed that consumers are more likely to ring an impartial bureau for pamphlets and folders than they are to fill out a coupon. Results in each case for the advertiser are identical: He gets the request for information and sends out his salesman or literature. Whether the new Booklet Bureau will flourish and replace advertising's time-honored phrase, "Just clip the coupon," with "Just telephone," only the future will show.

### Pastures New

Charles S. Davis becomes sales manager of Pinaud, Inc., replacing F. W. Ballentine, resigned. Mr. Davis was for the past year district manager of the New York and New England territory.

Paul E. Kendall, former FHA Director for Missouri, joins the Housing Guild division of Johns-Manville. His previous business connections include ad. mgr. of Long Bell Lumber Co., secretary-manager of the National Door Manufacturer Association, ad adviser to the National Lumber Manufacturers Association.



Texas shoes are "in the bag."

### Nightshirts for Shoes

H. J. Justin & Sons, Inc., Fort Worth, puts a new quality line of shoes in "Travel Bags"—individual cotton wrappers that keep out dust and prevent scuffing when traveling. The wrappers, further, protect shoes on their journey from factory to retailer.

Victor LeMay prepared the merchandising plan whereby the covers are being introduced to dealers. A point to be stressed by Justin, only Texas manufacturer of shoes in the Southwest, is that the soft "slip-covers" are made of Texas cotton.

### The Trailers Are Coming

Add another name to the lengthening roster of trailer manufacturers: Home-mobile division of Edwards Iron Works, South Bend, Ind. The

company is starting the wheels turning in "the world's largest plant devoted exclusively to the production of house trailers."

Production for October is set at 500 units; by January this will be stepped up to 1,000 a month. A peak of 7,500 to 10,000 units a month is anticipated, for this "promises to be the fastest-growing industry."

The Edwards Home-mobile can be shipped knocked-down to assembly plants throughout the country, after the manner of motor cars. Plans are under consideration to set up such plants in Canada, on the Pacific Coast, and in the East and South.

Officials of the H-m division are: W. H. Edwards, president; Paul Castner, who has resigned as director of dealer sales for White Motors, general sales mgr.; Ralph H. Wise, chief engineer; F. A. Hurcomb, who has resigned as v.-p. and gen. mgr. of Federal Machine and Welding, gen. plant mgr.; and E. A. Sommers, purchasing agent.

Carter, Jones and Taylor, South Bend, are the ad agents. A campaign is starting in automotive and farm publications. Newspapers, magazines and radio are planned after New Year's.

### Gumpert Locks a Door

When a radio program for S. Gumpert Co., Inc., was being thrashed out by Gardner Advertising agents, the long-neglected paradox of selling a program to listeners *after* it was on the air bobbed up. The custom of spending a great deal of money and then protecting it with prizes, coincidental surveys, etc., was compared to locking the barndoor after the horse was stolen.

A solution was as simple as buying a padlock before Dobbin vanished: Pre-sell the ether entertainment.

Accordingly, to 1,000 schools attended by 2,000,000 children went men with hand-bills last month. Those kids, and their friends, were to be the audience for Gumpert's packaged Butterscotch Creme Dessert. As they tumbled through the school exit gates they were handed hand-bills calculated to increase the size of youthful eyes. They read:

"Wanted: Tiger Butch. The Man with the Radium Mask. 'This Man Is Dangerous,' says Inspector White." Patterned after the reward posters for criminals, the hand-bills' copy went on to describe a free G-Man Fingerprint outfit, and a radio program which would give complete details. The station, WOR, and the time were told. Newspaper tie-ups in areas where WOR reception is good, and poor, help test the program.

There is a real place on the selling side of industry for seasoned men—even for those with white hair—if they are selected with care.



Photo by  
Ewing Galloway

## How Old Is "Too Old" in Employing Men?

There is far too much prejudice against men who have passed 40 in years, says this management counsellor.

BY FRANK GERAGHTY

**A**T what age should a man cease seeking new employment, and retire gracefully to the poor-house without a struggle?

These questions are prompted by the experiences of three excellent men who have been seeking employment for the past six months.

In the neighborhood of 45, with a touch of grey at the temples, these men have enjoyed enviable success in their respective business fields. One has been a salesman, another a managing executive, and the third an expert accountant. None is in any way physically or mentally handicapped and each has a clean, clear record.

The salesman, a leader of his sales

force in a difficult and high-priced specialty line, secured an introduction to the president of a large, well-advertised and apparently progressive building material concern.

On calling he was received cordially and introduced to the sales manager. Rather apologetically the sales manager expressed surprise that a man of his age should seek employment with this company, explaining their policy of employing only men immediately out of college and training them before placing them in sales work.

Starting salaries of these young aspirants are \$65 a month, with a likelihood of \$200 each month after a year and a half or two years of satis-

factory service. The sales manager confessed that while great care was used in the selection of these new men, he was happy if he was able to continue two out of each group of ten of these young men after the first year.

On the face of it, this appears to be a logical way to build a permanent sales force. But is it?

Ten men at \$65 per month totals \$7,800 a year—and this does not include cost of interviewing, selecting, hiring, training and supervising these men. One of the most successful organizations in the country estimates from carefully collected figures over a period of years that these functions cost a minimum of \$232 per man before he should begin work. Added to the salaries, this gives a total cost of this group of ten men at \$10,120 for the first year.

On the sales manager's own estimate, it therefore costs this big, modern, well organized company \$5,060 apiece to get itself two men ready to begin the second year of selling. Does it make sense, or does it?

### Does Penny Wisdom Pay?

Think, too, of turning over ten territories to these ten young and inexperienced men knowing full well at the beginning that eight of the territories will be abused, mishandled and perhaps ruined or at least horribly neglected in that year. It must be understood, however, that during the first year these young men operate as juniors, as assistants to the full-fledged \$200 per month senior salesmen. But, are the seniors heavy enough to repair the damage that inexperience, exuberance, ambition, showmanship and "show-off" may cause in the territorial dealer and user field by these young men? Assume that each senior operates with two juniors, using the figures given above, a rapid calculation places the cost of working a territory at \$12,420 a year and expenses.

Contrast this with the results that could be obtained by one veteran salesman who could intelligently plan his work and who instinctively knows how to originate new business without the aid of the expensive modern helps which are provided; who by virtue of long selling experience does not become stampeded by an inquiry or order for a large quantity of one product; but who will sell the maximum number of the products he carries at every opportunity, able to negotiate with the chiselers and capable of closing a deal satisfactorily with everything fully understood by all concerned. Such operation, in this particular case, can be accomplished

SALES MANAGEMENT

# AMERICAN BRASS USES BELL SYSTEM TELETYPEWRITER SERVICE TO CUT

THE AMERICAN BRASS COMPANY of Waterbury, Conn., wanted fast, accurate handling of orders and deliveries, and turned to Bell System for help. Private Line Teletypewriter Service was installed between the Waterbury headquarters and the New York City sales office — as well as from Waterbury to plants at Ansonia and Torrington, Conn. Teletypewriter Exchange Service was added at sixteen other plants and branches scattered across the country.

Now orders teletyped in New York are instantly reproduced in Waterbury. No time is lost in transmission, and both offices have identical typewritten records. In addition, shipping instructions, price corrections, credit inquiries, and many other matters are handled entirely by teletypewriter.

American Brass reports six salient advantages from teletypewriter service: (1) Next-day deliveries are made on practically all orders. (2) Faster delivery has made it possible for customers to reduce inventories and release capital tied up in stock. (3) Sales executives handle inquiries with less time and effort. (4) The instant, accurate transmission of orders and information has largely eliminated errors and delays which would have proved costly. (5) Because connected offices have identical copies of all communications, no confirmation is necessary — time and labor are saved. (6) There has been a definite reduction in inter-office communication costs and a closer coordination of separate company units.

"Typing-by-wire" is so efficient, so flexible that it can probably perform a similar service for your business. Why not discuss it with your local telephone office? No obligation, of course.



OCTOBER 1, 1936

DELIVERY  
TIME

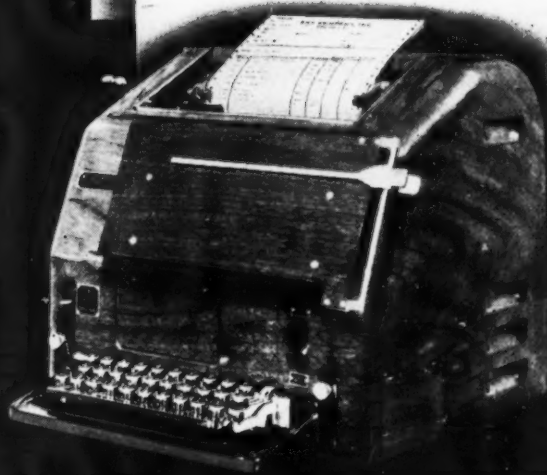
CUSTOMER  
INVENTORY

EXECUTIVE  
ROUTINE

ERRORS  
AND DELAYS

CORRESPONDENCE

COSTS





at a cost not to exceed \$6,000 per year and expenses and such a man would be fully able to profitably cover as large, if not a larger, territory as the one senior and his two troublesome juniors.

However, this applicant was considered as being too old to join this sales force, although the sales manager himself was past 45, as apparently age was the first determination and not ability in the selection of new men.

The second of these applicants was selected from 200 men by a committee, to fill a key position in a company which was being reorganized and restaffed. He was found admirably suitable for the position because of years of experience in the particular line, of background, personality, and a national reputation. Everything seemed to be set until this man's qualifications were presented to the president, who promptly rejected the application because he was too old, 46 years of age. When the candidate learned the bad news he asked the president, whom he knew slightly and who happened to be 59 years old, how he managed to hold his job.

### Asking the Impossible

The third of these three "old men" was invited to apply for a position which called for a Certified Public Accountant with a thorough knowledge of cost accounting, wide experience in industrial engineering, with dignity and poise and the ability to deal with top executives of important business concerns. He was stumped, however, when further investigation gave the age limits as 30 to 33 years of age. Is it possible to find so versatile an individual, combining all of these qualifications but with so few years charged against him?

Elmer E. Bullis concurs in this "old age" foolishness as a measuring stick as he expressed himself in a recently published article. "The trouble is that so many of the employers themselves have the old age bugaboo. They consider the calendar—not the man who is really in his prime mentally and physically in his later forties. . . . The old age fetish of employers is depriving them of men most valuable to their uses and causing discouragement and bitterness among trained executives who suffer because of employers looking at calendars and failing to consider mentality, ability, and experience. . . ."

Age is not a factor in determining the value of a man to an employer. It is true there are youthful executives who are doing real jobs in industry

but these few invariably make the headlines as "boy wonders." The balance, patience, self-control, knowledge, the ability to make honest self-appraisal, all so necessary to every successful business man, are not developed to the highest degree until the individual has suffered many disappointments, made many mistakes and has enjoyed success and achievements over a long period of time.

### Maturity vs. Callowness

The nine Justices of the United States Supreme Court are considered to be quite capable in the handling of their particular jobs. The record shows the youngest man on this bench to be 61 years of age, three are 74 and the eldest 79. Mr. Thomas J. Watson, the highest salaried business leader in the country, is doing phenomenal work at 62. Mr. Samuel Vaucrain was selling steam locomotives in dozen lots while in his seventies. Henry Ford was just a name in a street directory until he passed his fortieth birthday.

A keen analysis of what is behind the shelving of men who seek new employment after they pass the middle forties will often bring out the fact that a lot more young men can be employed for the same dollar outlay than one good but older man would demand. The narrow channel in which so many "big executive" minds run permits the thought that a large flock of young and inexperienced men in the field, "contacting" the trade, but not able to do real selling, will, through the operation of the law of averages, bring more volume than the sound, intelligent operations of one man who has been making his own and his family's living for as long as 25 years selling products, not once but over and over to the same customers.

### Orders at Any Price?

The young, dashing salesman, when confronted with the ultimate "bring in business—or else"—will, through inexperience, throw caution to the winds and regardless of any basis of fact use methods to secure orders that a man of more mature mind would hesitate to employ, knowing the harmful effects such tactics would have on future relations with these same buyers.

Where "front" or "window-dressing" and an impressive staff are desired, then perhaps a large number of low-salaried, young, single men backed up by an expensive and impressive advertising campaign may suffice, but for the long pull, where a business is

to be built or maintained with honor and dignity, where management, production, accounting and sales must operate at a profit, it is the older and more careful employees who will make the best showing in a sound way. Increasing the permissible maximum age limit will tend to increase the investment *per man*, but with fewer individuals necessary to accomplish a given task, and fewer regrets.

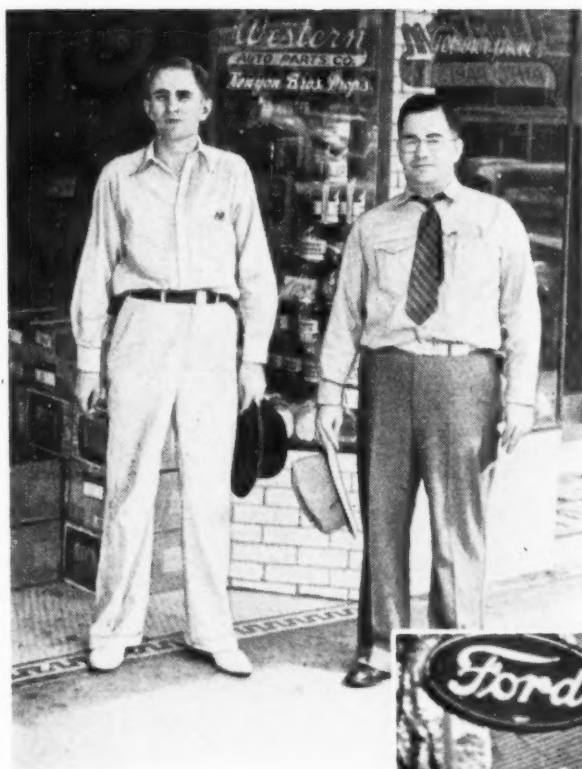
In the coming business boom, the wisdom of selecting a fewer number of middle-aged salesmen, rather than a large staff of the young, inexperienced novices, will cost no more in the aggregate, but will return greater dividends in the way of actual sales and profits with fewer arguments and misunderstandings with customers. The older, more seasoned men can accept increasing business with greater calm and less excitement than the young fellows who so often go into wild intoxication when the buyers order freely and liberally. This "success drunk" may lead to future grief for the company.

The salesman representing a company which produces products that are sold frequently must command the respect of his clientele; must build for himself a confidence in the minds of the buyers; and must exercise mental restraint and curb over-enthusiasm. Can the young men in the twenties fill this specification, in general, as well as those who have passed the two-score year mark?



*Nation-Wide*  
Pequot Promotes: Pequot Mills, Salem, Mass., appoints Paul B. Wells general sales manager of the Mills' newly organized selling organization. For the past ten years he has been in charge of Pequot sales for Parker, Wilder & Co.

SALES MANAGEMENT



# Meet the Kenyon Brothers

*and let them tell you  
about business in the Southwest*

Jack and Glen Kenyon, automotive supply dealers at Lawton, Oklahoma, operating 8 stores of their own and 14 associated stores through rural Southwestern Oklahoma, have enjoyed to September 15th, a business 300% over the same period of 1935. September 12 proved the largest day ever experienced in their store at Hollis, Oklahoma, in the extreme Southwestern corner of Oklahoma.

Right: The Melton-Mahoney Ford agency at Chickasha, Oklahoma, reports sales for the four month period ending September 15, 1936, the best of any four month period in five years. Farm business has been a big factor in this remarkable showing.



Below: The J. C. Penney Company store at Ardmore, Oklahoma, reports business for the first eight months of 1936 at 50% above the same period of 1935. Income from dairying, turkeys, and pecans will help swell the farmers' buying power in this area during the next three months.



The above sales reports indicate accurately business conditions today in south central Oklahoma. Similar conditions are to be found throughout the Oklahoma-North Texas area covered so thoroughly by The Farmer-Stockman. Income from turkeys, pecans, sweet potatoes and dairy products will supplement the farm income from cotton during the next four months. Soaking rains have put fields in shape for sowing grains and for providing fall and winter pasture. The farmers are buying. You can influence them to your own brand by advertising to them during the next four months through The Farmer-Stockman, Oklahoma City.

[Advertisement]



Treading on the heels of a previous rotogravure campaign in 40 papers of 34 cities, comes a new Spud newspaper drive. Its cartoon style is of the type which is virtually impossible to skip, once a reader has started—or so say the psychologists.

## Advertising Campaigns

[ Old and New Products as Promoted in Newspapers, Magazines, Radio, Dealer Helps and Displays ]

### Spud Switches

One result of Spud cigarette's shift from agents Kenyon & Eckhardt to Young & Rubicam is a change of media. Under the Y & R regime emphasis is placed on newspapers. The daily campaign, largest ever scheduled by Axton-Fisher Tobacco, is now running, and continues through most of the sniffles and sneezes season.

Copy argues that "Spuds are not a cure for colds . . . but at such times they are the one cigarette that tastes good. . . . Because Spuds are easier on your throat than—they're better for you all the time."

This theme appears in 90 papers in 80 cities in b. & w. cartoon style. Individual insertions are in 480- and 750-line size. Counter and window displays in each of the cities covered—all in the U. S. with more than 100,000 population—aid in the drum-beating.

### 156 for the 57

H. J. Heinz Co. will on October 12 employ more than 57 varieties of newspapers to hymn the delights of its foods. To be exact, 156 papers in 109 cities comprise the list. Total space will be about 10% more than last Spring.

Major illustrations of the pyramid-style ads are to be photographic; others

in cartoon style, with sub-captions such as "Get into this pickle," and "Star of 1956 Follies Bares Beauty Secrets."

On the "Heinz Magazine of the Air," via the Columbia network, the company sticks to tradition: 57 stations.

Maxon, Inc., Detroit, is the agency.

### Time Marches Weekly

After a vacation for its 75 writers, musicians, technicians and production men, "The March of Time" (which ended September 25) will return to the CBS air for a half hour weekly broadcast. Time, Inc., is the sponsor for both *Time* magazine and the new weekly picture magazine soon to appear.

Thursday nights from 10:30 to 11 is the time for the March to again start left-right, left-righting. That spot was picked because it has become established in listeners' minds as the moment for bugles to blare.

### Stein Sales Song

A. Stein & Co., Paris garters, being about to enter its 50th anniversary year come 1937, announces the largest and most aggressive advertising and sales campaign of its history. The program calls for the use of newspapers in 65 principal cities reaching more than

21,000,000 families. Except in New York and Chicago one leading paper will be used in each city.

Twenty-one national magazines will be employed, the front line attack being in *SEP*, *Collier's*, *Liberty*, *Esquire*, *Time*, *New Yorker*, *Literary Digest*, *News Week* and *Today*. *Apparel Arts* in the trade field will also come in for a share.

Products to be spotlighted will include Paris garters, Paris Monogram suspenders with "free swing" backs, Hickory foundations and girdles, Marvelite dress shields and Marvelox sanitary belts.

The Stein Co. is also supplying an elaborate mat service which dealers may use in newspapers at their own expense to back up the national campaign with local display space. This is in the nature of a tie-up campaign.

As sales helps the dealers will be supplied with elaborate window and departmental displays which, unique and colorful, also tie-in with the advertising. Some of these are in mirror-effect and very striking. Occasional direct mail matter will also be supplied dealers, especially the women's lines.

Expansion of the company's advertising has been steady and consistent since 1932 for both the Paris and Hickory products with, J. G. Kraus, advertising manager, says, "sales results reflecting the wisdom of the investment."

The company now distributes to about 18,000 direct outlets while jobbers sell to approximately 100,000 others. The company has prepared 10,000 elaborate window and departmental displays for distribution among retailers.

### Dignity for H & H

Somerset Importers cut loose with "the largest campaign ever put behind a Scotch whisky in a single season" for Haig & Haig. Specifications: Big space in 180 newspapers; double columns in *Collier's*, *Cosmopolitan*, *Time*, *Red Book*, *New Yorker*, *Esquire*.

In keeping with Haig & Haig's "elegance" report agents L. H. Hartman Co., "the campaign will be distinguished by its dignified restraint in both copy and layout."

### Prosperous Parker Pen

For 41 consecutive months Parker Pen Co. sales have shown an increase over the corresponding months of the previous years, with but one exception, reports Blackett-Sample-Hummert, ad counsel. For the first eight months of 1936 Parker net U. S. sales were 21.67% ahead of last year. In August they were 69.12% over August, '35.

SALES MANAGEMENT





GRAY-O'REILLY

## Does it sting?

SOME types of mascara sting the eye if, when applied, they come into accidental contact with the eyeball.

Some time ago when a manufacturer's advertising claimed that his mascara did not sting, Good Housekeeping tried it—in the eye.

As the result of tests such as this, Good Housekeeping has been instrumental in developing the wide use

of a non-stinging mascara formula.

This is but one of the many contributions Good Housekeeping has made toward the improvement of products.

Fact finding is important to Good Housekeeping, for women trust Good Housekeeping's advertising pages and know Good Housekeeping is careful—even in details.

# Good Housekeeping

[EVERYWOMAN'S MAGAZINE]

# *What's happened to the old*



# *iron Soup Kettle?*

IT MAY be a romantic old relic now, that iron soup kettle. Doubtless some mighty fine soup came out of it, too.

But what about the woman who stood over the hot stove by the hour? *She* didn't feel romantic. And measured by the price at which the finest of fine soup can be purchased now, she was working for a few pennies a day.

Today, one of the most easily and quickly prepared dishes is soup. No wonder that America serves something like 1½ million cans of it every day. And it costs only 2 or 3 cents a plate.

Not one single ingredient that went into the old soup kettle was better than all the many things that enrich a can of soup today. The finest tomatoes raised under ideal conditions from selected seeds and grown under contract by the best farmers in their community. The choicest vegetables . . . with dozens of ingredients in a single can of vegetable soup. The prime cuts of beef . . . tender chickens . . . the best barley . . . selected spices. All prepared under the watchful care of experienced chefs . . . for the family of the woman who used to stand over the stove!

And we buy more canned soup today for the selfsame reason that we buy dozens of other good things to eat that would have been extravagant luxuries to an earlier generation. Advertising has told us about them.

Advertising has told us how they can save time in the kitchen and leave more time for leisure. It has told us how they can add interest to our tables. Advertising has tempted our appetites. And as a result, the demand has increased, prices have come down and the American standard of living continues *on the way up*.

Soup in cans has been advertised in *The Saturday Evening Post* for longer than most of us can remember. More than any other single publication, the *Post* has been chosen by manufacturers to tell the story of new and better products to millions of alert, substantial "people on the way up."



"PEOPLE ON THE WAY UP"

**THE SATURDAY EVENING POST**

"AN AMERICAN INSTITUTION"





# What Do Sales Executives Like, and Dislike, About American Hotels?

Items of service, or lack of it, which are remembered most strongly—ranking of the best convention hotels, city and resort—comments, good and bad, about specific hotels.

**F**OR this, the 32nd of a series of unique surveys prepared exclusively for SALES MANAGEMENT, Percival White and Pauline Arnold of the Market Research Corporation of America went to the same group of sales executives who told in the September 1 issue "What's Wrong, and Right, with the American Railroads?"

These sales executives (all of whom are SALES MANAGEMENT subscribers) spend much of their time on the road. Last year they averaged 16,138 miles in railroad travel, with 30% of them spending as many as 30 or more nights in Pullmans.

MRCA investigators asked them

The Greenbrier, White Sulphur Springs, W. Va., received top rating as a resort hotel suitable for conventions. Others which were popular included the Chalfonte-Haddon Hall, Atlantic City; the Homestead, Hot Springs, Va.; and the Del Monte, Del Monte, Cal.



The Stevens, Chicago, received the largest number of recommendations as a city convention hotel. Other leaders in the list are the Palmer House and Edgewater Beach, Chicago, the Waldorf-Astoria, New York, and the Netherlands Plaza, Cincinnati.

how many nights they spent in hotels, and the answers were as follows:

3.04 spent	0-9	nights in hotels.
18.93	"	10-24
18.91	"	25-49
24.32	"	50-74
8.10	"	75-99
12.16	"	100-124
4.05	"	125-149
3.70	"	150-199
6.75	"	over 200

The table above shows that 59% of them spent anywhere from 50 to over 200 nights in hotels during the last 12 months.

They were asked a series of questions about hotels. In answer to, "In what hotel did you receive the most pleasant surprises in the form of 'extra' service, and what were the

services?" the largest number of answers were for such items as courtesy and friendliness, a local paper under the door in the morning, personal and gracious attention, fruit or fruit juice in the room, and a generalization which came from many a traveler, "The little things that count."

Question: "In what hotels were you most UNfavorably impressed with such factors as rates, service, furnishings, etc., and what were these factors?" The sales executives found many things they didn't like, but mentioned most often unreasonable rates, poor furnishings, indifference, poor service, food (service, quality or cost), and small rooms.

SALES MANAGEMENT editors draw no conclusions, point no morals in in-

terpreting this survey. This is a reporting job—reporting the opinions of frequent travelers. They, like all of us, doubtless have prejudices. At times they may be myopic. One of them contends that an important Chi-

cago hotel loaded his long distance calls. Perhaps he is right, perhaps he is wrong. We are interested only in what he believes to be true. In any attitude survey, what people believe to be true is more important than the truth itself.

We report these opinions for the combined benefit of SALES MANAGEMENT regular readers and for the hotel men who should wish to correct these factors of service which create ill will and capitalize on the items which make friends.

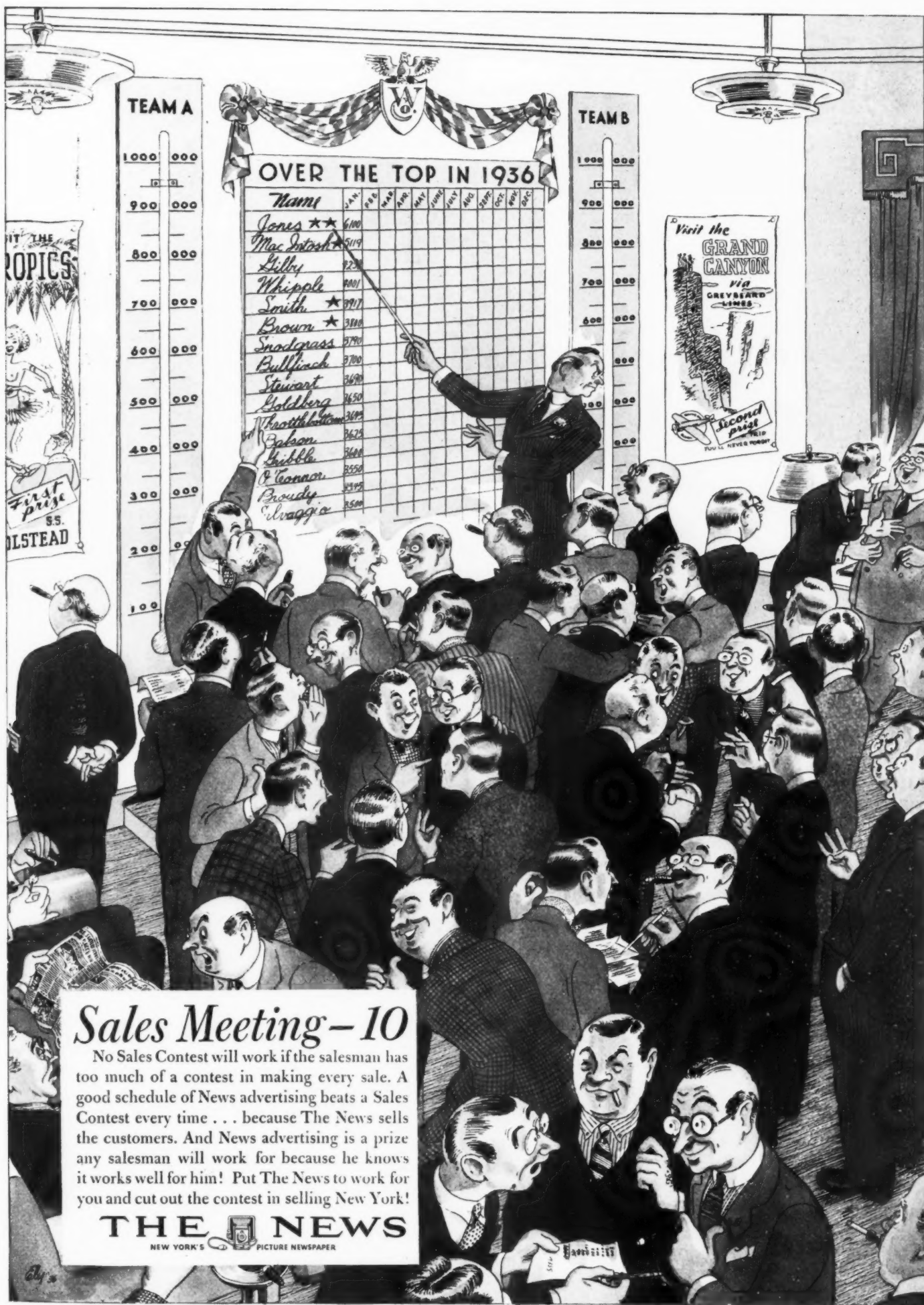
In the references made about specific hotels and the ratings in the adjoining table on convention hotels, we wish to point out that it means little if a hotel is not mentioned in the survey. Frankly we are searching for superlatives—for examples of extraordinarily good or bad attributes. Therefore, many a good but average hotel was not mentioned.

Answers to the question, "Probably you have attended one or more conventions during the year. Name hotels which were outstandingly good for conventions," are given in the table.

## What Were Your Most Pleasant Surprises in the Form of "Extra" Service?

The following factors were mentioned by sales executive travelers, and the percentages are the number of times each factor was mentioned,

SALES MANAGEMENT



## Sales Meeting-10

No Sales Contest will work if the salesman has too much of a contest in making every sale. A good schedule of News advertising beats a Sales Contest every time . . . because The News sells the customers. And News advertising is a prize any salesman will work for because he knows it works well for him! Put The News to work for you and cut out the contest in selling New York!

**THE NEWS**  
NEW YORK'S PICTURE NEWSPAPER



# What Are the Best Convention Hotels?

Being the recommendations of sales executives surveyed by Market Research Corporation of America and SALES MANAGEMENT. Percentages represent total recommendations against total number reporting having attended conventions during past twelve months in A, city hotels; B, resort hotels.

## A. CITY HOTELS

Hotel	City	% of Mentions
Stevens	Chicago	28
Palmer House	Chicago	23
Edgewater Beach	Chicago	17
Waldorf-Astoria	New York	15
Netherlands-Plaza	Cincinnati	15
Statler	Boston	13
New Yorker	New York	12
Sherman	Chicago	8
Pennsylvania	New York	8
Cleveland	Cleveland	8
Nicollet	Minneapolis	7
Statler	Cleveland	7
Statler	Detroit	7
Statler	Buffalo	7
Statler	St. Louis	7
Lexington	New York	7
Hollenden	Cleveland	7
Biltmore	New York	7
Book-Cadillac	Detroit	7
Commodore	New York	7
Muehlebach	Kansas City	7
Drake	Chicago	7
Benjamin Franklin	Philadelphia	5
Copley-Plaza	Boston	5
William Penn	Pittsburgh	5
"Hitz Hotels"		5
Paxton	Omaha	5
Bismarck	Chicago	5
Congress	Chicago	5
Roosevelt	New York	5

Hotel	City	% of Mentions
Parker House	Boston	5
Bellevue-Stratford	Philadelphia	5
Peabody	Memphis	3
"All Statlers"		3
Adelphia	Philadelphia	3
Davenport	Spokane	3
Pfister	Milwaukee	3
Plaza	San Antonio	3
St. Francis	San Francisco	3

## B. RESORT HOTELS

Greenbrier	White Sulphur Springs, W. Va.	36
Chalfonte-Haddon Hall	Atlantic City, N. J.	20
Homestead	Hot Springs, Va.	20
Del Monte	Del Monte, Cal.	16
Ambassador	Atlantic City, N. J.	16
Whiteface Inn	Lake Placid, N. Y.	16
Buckwood Inn	Shawnee-on-Delaware, Pa.	16
Broadmoor	Colorado Springs Colo.	12
New Ocean House	Swampscott, Mass.	12
Cavalier	Virginia Beach, Va.	12
French Lick Springs Hotel	French Lick, Ind.	12
Claridge	Atlantic City, N. J.	8
Arrowhead Springs	Arrowhead Springs	8
Skytop Lodge	Skytop, Pa.	4
Royal Hawaiian	Honolulu	4
Troutdale-in-the-Pines	Evergreen, Colo.	4
Hershey	Hershey, Pa.	4
Galen Hall	Wernersville, Pa.	4

NOTE: The Edgewater Beach, Chicago, also received several mentions as a good resort hotel, but these mentions were tabulated under city hotels.

The following city hotels received scattering mention: Roosevelt (New Orleans), Utica (Utica), Skirvin (Oklahoma City), Cosmopolitan (Denver), Jefferson (St. Louis), Pantlind (Grand Rapids), President (Kansas City), Roosevelt (Pittsburgh), John Marshall (Richmond), Charlotte (Charlotte), Commodore Perry (Toledo), New Washington (Seattle), Biltmore (Los Angeles), Thomas Jefferson (Birmingham), Gibson (Cincinnati), St. Charles (New Orleans),

Andrews (Minneapolis), Vancouver (Vancouver, B. C.), Olympic (Seattle), Lowry (St. Paul), Duluth (Duluth), Detroit Leland (Detroit), Lincoln (New York), Plaza (New York), Carter (Cleveland), Kingsway (St. Louis), Chase (St. Louis), Bond (Hartford), Syracuse (Syracuse), Royal York (Toronto), Mayfair (St. Louis).

The following resort hotels received scattering mentions: Westchester-Biltmore Country Club (Rye, N. Y.), Briarcliff Manor (Briarcliff Manor, N. Y.), Roney-Plaza (Miami Beach, Fla.), Miami Biltmore (Coral Gables, Miami, Fla.), Grove Park Inn (Asheville, N. C.), Pocono Manor Inn (Pocono Manor, Pa.), The Inn at Buckhill Falls, Pa.

applied against the total number of travelers. The three foremost, which received 35%, might all be grouped under the heading of "attitude of employees toward guests."

Appreciated Services	Percentage
Courtesy	13
"The little things that count"	11
Personal and gracious attention	11
Local paper under the door	10
Special attention to salesmen	9
Fruit or fruit juice in room	7
Home town newspapers	7
Good food	6
Friendliness	6
Reasonable rates	5
Manager goes to ask if all is well	4
Bedroom furnishings	4
Flowers in room	4
Radio in room	4
Air conditioning in rooms	4

Free maps of city	3
Bellhop service	3
Clerks call you by name	3
Quick laundry service	3
Teletype machines	3

Reservations always cared for	3
Promptness	3
Credit card with Christmas or New Year Greetings	3
Generous room size	3

Air conditioned conference rooms	2
Lobby furnishings new and in good taste	2
Employees always ready with a match	1
Birthday cards	1
Good blackboards in conference rooms	1
Clean lavatories	1
Bed turned down and pajamas out	1

## What Are the Factors Which Created Most Unfavorable Impressions?

The actual number of unfavorable mentions exceeded the favorable by the ratio of 9 to 7. The important pet peeves, in percentage form:

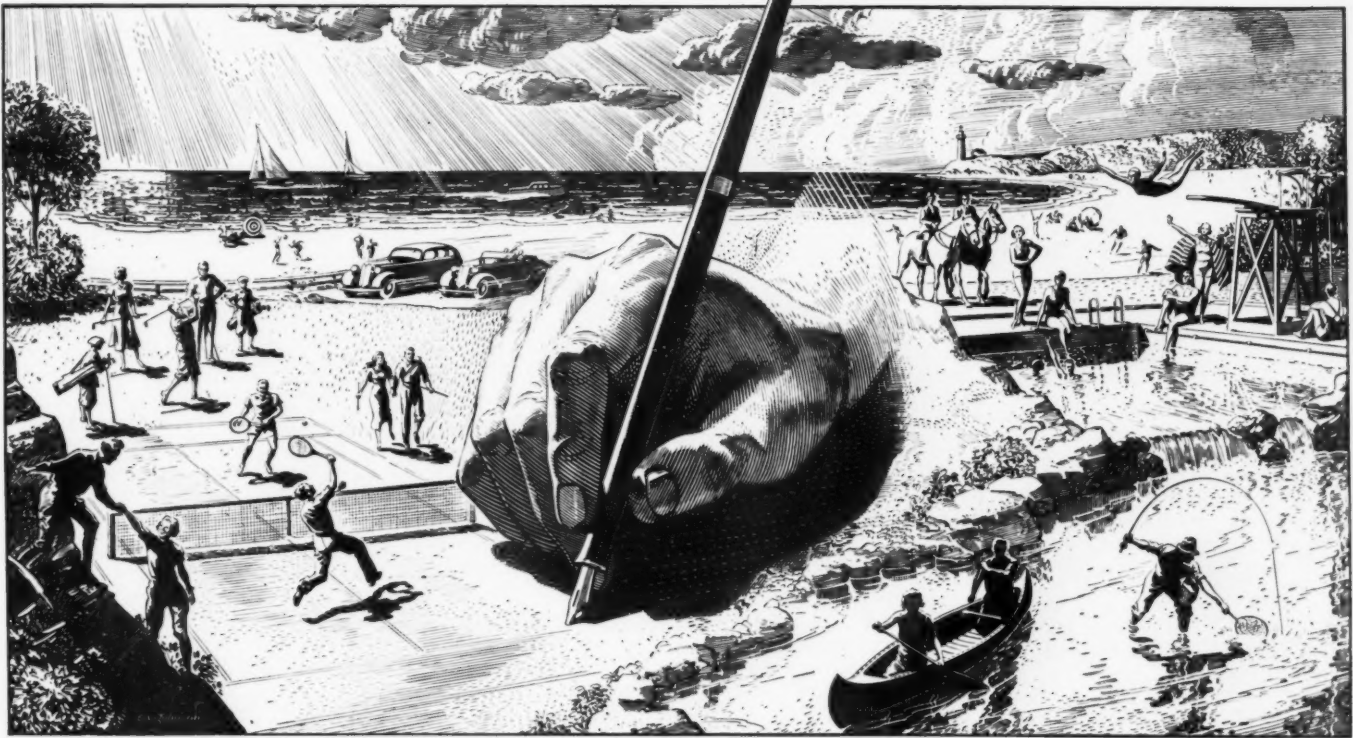
What Business Men Dislike	Percentage
Unreasonable rates	27
Poor furnishings	19
Indifference and "too impersonal" service	17
Food (service, quality or cost)	11
Size room	11
"Too independent"	9
Lack of modern conveniences	9
Lack of cleanliness	9
"Unfavorable in every respect"	9







# HIS PEN SELLS SUNSHINE TO AMERICA



**An obscure "health-crank" becomes a vital force in the lives of millions through his amazing Editorial Technique**

**N**OT many years ago, sunshine was something to stay out of.

George's bathing suit covered most of George. Bessie's covered absolutely all of Bessie. Children's sun suits were unknown. Anthony Comstock, "The King of Prudes," would have arrested girls for playing tennis in their shorts.

Something happened to change all this. Somebody sold the American people on sunshine—to the everlasting good of everybody concerned.

No one has achieved more in this transformation than Bernarr Macfadden, who, for half a century, has devoted his pen, his personality, and his fortune to better the lives of people. In the face of opposition—sometimes even ridicule—Macfadden's pen "sold" sunshine until his ideas took root and grew.

Many other Macfadden principles, radical when he first advanced them,

are accepted now as vital to health, happiness and good common sense. Fresh air, wholesome food, sane exercise—to mention just a few.

The key to the spectacular success of Macfadden's crusades and his magazines, is his *editorial technique*, so different from others that it amounts almost to psychological discovery.

The Macfadden editorial technique springs from years of welfare work—a deep understanding of the real interests of people. Love, hope, progress, health mean more to people, he knows, than tax bills or international disputes. His knowledge of people is

*This series of advertisements is sponsored by Physical Culture, the first of the family of Macfadden Magazines*



unique. Gleaned from his millions of letters and personal contacts, it has created a group of magazines entirely unlike any others in the world.

Each Macfadden magazine is vital in its own right. Each meets a need which this keen editor foresaw . . . and that is the story of every editorial success. Look at *Liberty*, with the swiftest tempo and most human touch of all the weeklies. Look at that great success, *True Story*. Look at Macfadden's *Women's Group*.

Today the Macfadden editorial technique with its homely, human qualities, affects the lives of over twenty-five million active, worth-while people every month. It stirs them, challenges them, pleases them. Macfadden's readers follow these magazines for what they are—a vital force in life, as these millions of people themselves live it.



"All I know is what I



# I see in the Papers!"

*Invariably, Will Rogers opened those shrewd, kindly monologues of his, concerning personalities and politics, with that ingratiating comment... "All I know is what I see in the papers!" And invariably, the folks listening—chuckled. But, like so much of Will's humor, that remark was weighted with truth. For it was from the daily crop of facts in the press that he threshed out the wholesome grain of his opinions. Will Rogers' genius would have made itself felt in any country in the world. But under a politically censored and dictated press, he could never have become the wise, whimsical, beloved counsellor to a nation.*

BY THE same token, the very fiber of our American democracy is interwoven with the independence of our newspapers. Freedom of the news and popular government can only exist side by side—each with the full support of the other. When either is shackled, so is the other. People can only govern themselves wisely as long as their action is based upon a complete and truthful picture of what is happening in their own and foreign lands.

That is why the Scripps-Howard

Newspapers are organized as they are. A democracy of 23 great newspapers, each of the 23 is responsible first, last and *all* times to the best interests of the greatest number in its own community. Editors and executives have no outside affiliations... no finger in any man's pie—financial or political. They are free to publish and *do* publish *all* the news, without bias and without fear.

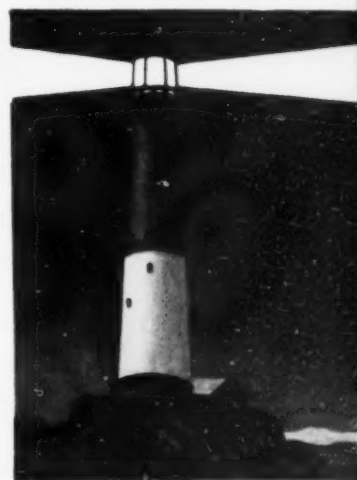
These newspapers believe and act upon this belief..."Give light and the people will find their own way."

## SCRIPPS • HOWARD NEWSPAPERS

MEMBERS OF THE UNITED PRESS . . . OF THE AUDIT  
BUREAU OF CIRCULATIONS...AND OF MEDIA RECORDS, INC.

NEW YORK World-Telegram	BUFFALO . . . . . Times	INDIANAPOLIS Times	AKRON . . Times-Press	WASHINGTON . News	KNOXVILLE News-Sentinel
CLEVELAND . . . . . Press	CINCINNATI . . . . . Post	DENVER . . . . . News	BIRMINGHAM . . Post	FORT WORTH . . Press	EL PASO . . Herald-Post
PITTSBURGH . . . . . Press	KENTUCKY POST Covington	TOLEDO . . . News-Bee	MEMPHIS Press-Scimitar	OKLAHOMA CITY News	SAN DIEGO . . . . . Sun
SAN FRANCISCO . News	edition of Cincinnati Post	COLUMBUS . Citizen	HOUSTON . . . . . Press	ALBUQUERQUE Tribune	EVANSVILLE . . . Press

NATIONAL ADVERTISING DEPARTMENT, 230 PARK AVENUE, NEW YORK • CHICAGO  
SAN FRANCISCO • DETROIT • LOS ANGELES • ATLANTA • PHILADELPHIA • DALLAS



SCRIPPS • HOWARD

Assigning poor room when good rooms are available .....	7
Discourtesy .....	7
Poor lighting .....	6
Noise .....	6
Old .....	6
Lack of radio .....	4
Laundry or valet, (price or service) .....	4
Elevator service .....	3
Lost laundry or clothes .....	3
Unsatisfactory adjustment of stolen property .....	2
Poor convention rooms .....	2
Special charge for conference room .....	1
Loaded telephone charges .....	1
Poor blackboard in conference room .....	1

## Brick Bats and Bouquets for Specific City Hotels

As might be expected, there were many disagreements among the travelers. Specific hotels would be blamed by some for attributes which were highly praised by others. High-spots among the references to specific hotels included the following:

NEW YORKER, NEW YORK	"Home town newspapers"
	"Reservations always cared for"
	"Credit cards with Christmas greetings"
	"Small rooms"
	"Phone calls as to your welfare"
	"Special attention to traveling salesmen"
PAXTON, OMAHA	"Air conditioned conference rooms"
	"No charge for conference rooms"
COSMOPOLITAN, DENVER	"Good hotel—but poor blackboards for conferences"
PROVIDENCE-BILTMORE, PROVIDENCE	"It is spoiled because it's the only hotel in town"
	"Good food"
	"Indifferent attitude toward guests"
BOND, HARTFORD	"Assigned me noisy, poorly located room when better rooms were available"
	"Deserves thanks for the way it cared for people during flood"
ST. ANTHONY, SAN ANTONIO	"Complete air conditioning and almost perfect service"
PLAZA, NEW YORK	"Exceptional mail delivery—and the little niceties"
ALL DALLAS AND FORT WORTH HOTELS	"Boosted their rates to old patrons during Texas Centennial"
ROOSEVELT, NEW ORLEANS	"Presented Chicago <i>Tribune</i> free and was permeated with general air of friendliness."
PALMER HOUSE, CHICAGO	"Personal and gracious attitude"
CAROLINA, WINSTON-SALEM	"Apple juice in each room"
EDGEWATER BEACH, CHICAGO	"Fruit basket on dresser in morning"
	"Exceptionally good lighting"
	"Bed turned down and pajamas out upon returning after 10 P. M."
STEVENS, CHICAGO	"Friendly atmosphere, considering size"
	"Newspapers at street prices"
NEW WASHINGTON, SEATTLE	"A basket of apples in the room"
	"Clerks call you by name"
	"Manager called to see if all was well"
MUEHLEBACH, KANSAS CITY	"All employees always ready with a

	match whenever you put a cigarette or cigar in your mouth"
ALL STATLERS	"Free morning papers—a small service but very welcome"
STATLER, BOSTON	"Floor clerk offered me free map of the city"
SCHROEDER, MILWAUKEE	"Everyone kicks about their elevator service"
LORD BALTIMORE, BALTIMORE	"Small rooms at rates out of proportion to other cities"
ROOSEVELT, NEW YORK	"Nice atmosphere, but kitchens must be blocks away from dining rooms"
NETHERLANDS-PLAZA, CINCINNATI	"One of the best in the Hitz chain"
	"Charged me full rate for a cot in the dining room—no bathroom facilities, no key in door, bothered by strangers all night"
PENNSYLVANIA, NEW YORK	"They don't force attentions on you but service always available when you want it"
BILTMORE, NEW YORK	"OK when you get to your room, but half of New York seems to meet the other half under their damned clock in the lobby"
HOLLIDAY, CLEVELAND	"Good food and service, but what furnishings!"
BELLEVUE-STRATFORD, PHILADELPHIA	"They have modernized one floor. Hope they'll hurry up with the others before it's too late"
RICE, HOUSTON	"Good hotel being allowed to run down"
DUPONT, WILMINGTON	"It is spoiled because it's the only hotel in town"
MULTNOMAH, PORTLAND; PALACE, SAN FRANCISCO	"Special attention to traveling salesmen"
PARKER HOUSE, BOSTON	"High class in every respect except bell-hop service"
BOOK-CADILLAC, DETROIT	"Very attentive employees"
	"Lobby small and crowded"
WALDORF-ASTORIA, NEW YORK	"Should be air-conditioned"
	"Tops in good taste"
MAYFLOWER, AKRON	"Like most DeWitt hotels, this one best"
LASALLE, CHICAGO	"Service and food not so good, but rates OK"
OLYMPIC, SEATTLE	"Splendid equipment, fair rates, good cuisine"
JOHN MARSHALL, RICHMOND	"Most courteous—splendid service"
DEWITT SYSTEM	"Close second to Hitz—except Neal House"
SYRACUSE, SYRACUSE	"Extra services—mainly courtesy on part of staff"
PICK SYSTEM	"Most congenial—seem to realize that after a trip one is really tired"
COMMODORE, NEW YORK	"Ought to have radio in rooms"
BENJAMIN FRANKLIN, PHILADELPHIA	"Rates and service just fair—furnishings fair, food fair"
	"Good attention to salesmen"
PENN-HARRIS, HARRISBURG	"Rates too high"
General comments:	"Washington, D. C., has worst hotels"

"Cincinnati has best hotels"  
 "There's lack of popular priced hotels that are favorably known"  
 "Dallas hotels should be taken to task for raising their rates."  
 "Most new hotels in larger cities are good"  
 "Hotels would be better if a lot of the old ones were burned down"

EDITOR'S NOTE: There will be no MRCA—SALES MANAGEMENT survey in the October 10 issue which will be devoted entirely to "Managing Salesmen in 1937." The next survey in the series will be the first of an extremely interesting two-part survey of magazine purchases and reading in the city of Hamilton, Ohio. It will appear October 20.

## Radio Tube Battle Finds Philco Still Backs Glass Vs. Metal

In the radio business glass tubes are by no means licked in their sensational battle with the new GE-invented metal tubes which started out last year. Philco, staunch defender of glass, sticks to its guns in practically every one of its 1937 models. Most other makers, while using more metal tubes than they did last year, are relying on other special and newer features to make 1937 the greatest selling year in radio history.

The fact that Philco is still solidly on a glass tube basis—even though it supplies its dealers with metal tubes for the replacement business—means that a General Electric distributor in eastern Pennsylvania is now \$5,000 better off than he might have been. Last summer, in the midst of Philco's full-page newspaper campaign warning the public against metal tubes, this distributor offered to bet the president of Philco \$5,000 that Philco would be using metal by now. Philco ignored the bet.

"The use of metal tubes is considerably greater than a year ago," O. H. Caldwell, editor of *Radio Today*, tells SM. "A survey of all the 1937 models shows 48% of consoles use metal tubes. With table sets the percentage is 37. Many table sets use a combination of both, but 53% of table sets are still using glass tubes exclusively."

Mr. Caldwell estimates that total sales of radio sets for 1936 will pass 8,000,000. Last year's sales reached only 6,000,000.

Most radio makers have stepped up their advertising and promotion budgets this year from 15 to 50%. The average is almost exactly 35%. But 1937 sales increases are expected to surpass those proportions.

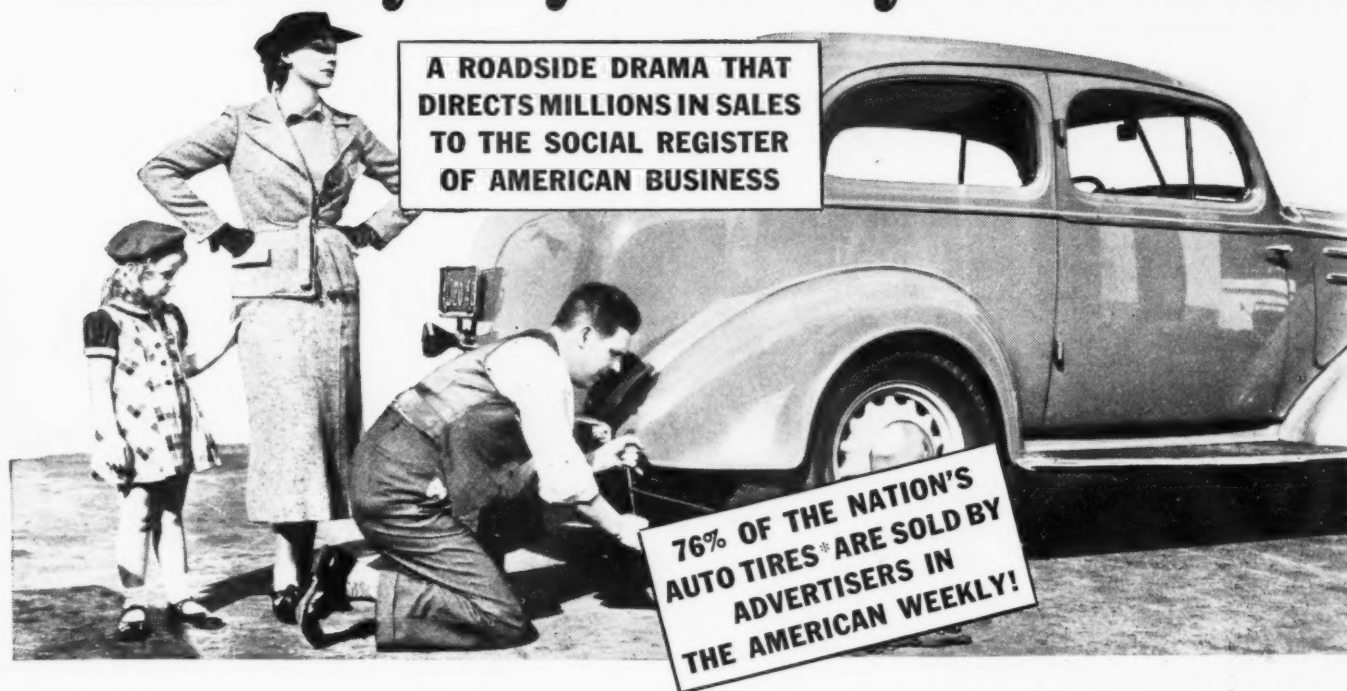
SALES MANAGEMENT







# "Now maybe you'll buy New Tires"



SOMEBODY'S in for a wearing session with wrench and jack when a tire goes flat on the road. Give the victim a dusty tussle with stubborn bolts to the tune of wifely taunts and you have a hot prospect for new rubber all around.

In the climax of this simple drama enacted on roadsides throughout the land is an important lesson for all national advertisers whether their product is toothpaste or toiletries—spark plugs, soups or cigarettes. For its conclusion involves purchase of new tires—and advertisers in *The American Weekly* enjoy by far the major portion of this multi-million dollar business.

In fact, almost 76 cents out of every dollar spent for nationally advertised tires goes for brands featured in the pages of *The American Weekly*.

## Millions of Automobile Owners

It is significant that a recent survey conducted by an independent research organization reveals that the circulation of *The American Weekly* includes more than 3,250,000 car-owning families—more car owners than there are readers of any other national magazine! More than 15 million tires in use!

In other fields as well, advertisers in *The American Weekly* are dominant. For example, 90.2 per cent of the nation's automobiles, 65.9 per cent of the nationally advertised cigarettes, 70.2 of the nationally advertised dentifrices, and from 57.9 to nearly 100 per cent of the nationally advertised food drinks, gelatin desserts, electric refrigerators and coffee are sold by companies who advertise in *The American Weekly*.

These important advertisers possess *this* in common—a recognition of the fundamental truth that there is only *one* market for volume consumption of merchandise, and the most economical and efficient way to reach this market is through *The American Weekly*.

Plot the circulation of *The American Weekly* and you encircle the buying population of the United States—the richest market in the world. The people living in one-fifth of the counties buy *four-fifths* of

the nation's goods. Within this area are located all of the 995 cities and towns of 10,000 population and over—only one per cent of the towns and cities in the United States—yet they account for 70 per cent of all retail sales.

Here in the buying belt of the nation *The American Weekly* concentrates its more than 5,500,000 circulation. Gripping the attention of banker and business man, professor and wage earner alike, this magazine stands alone in its power to move merchandise. *The American Weekly* is thrilling, dramatic, authoritative. Its editorial appeal is so compelling and universal that it holds the interest of one out of four families who read any English magazine at all.

## Where this magazine goes

*The American Weekly* is the largest magazine in the world. It is distributed through the great Hearst Sunday newspapers. In 627 of America's 995 towns and cities of 10,000 population and over, *The American Weekly* concentrates 67% of its circulation.

In each of 174 cities, it reaches better than one out of every two families

In 144 more cities, 40 to 50% of the families

In an additional 134 cities, 30 to 40%

In another 175 cities, 20 to 30%

... and, in addition, more than 2,000,000 families in thousands of other communities, large and small, regularly buy and read *The American Weekly*.

\*Facts provided by recognized independent research organization.



## Cock-A-Doodle-Doo!

Although there were five issues in September, 1935, as against only 4 this year, *The American Weekly* continued its record of increased lineage and revenue for each month during the year 1936, to date.

# THE AMERICAN WEEKLY

Greatest Circulation in the World

"The National Magazine with Local Influence"

Main Office: 959 Eighth Avenue, New York City

Branch Offices: PAEMOLIVE BLDG., CHICAGO . . . 5 WINTHROP SQUARE, BOSTON . . . ARCADE BLDG., ST. LOUIS . . . EDISON BLDG., LOS ANGELES  
MONADNOCK BLDG., SAN FRANCISCO . . . GENERAL MOTORS BLDG., DETROIT . . . HANNA BLDG., CLEVELAND . . . 101 MARIETTA ST., ATLANTA

OCTOBER 1, 1936

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**YOU  
CAN HAVE  
YOUR CAKE  
AND EAT IT  
TOO!**



*When you're a guest at*  
**HOTEL LENNOX**  
IN SAINT LOUIS

We specialize in pleasing the hard-to-please guest. The more critical and exacting you are, the harder you'll fall for Lennox service.

From the moment you register until you depart you'll enjoy courteous treatment, restful sleep and pleasant surroundings at Hotel Lennox.

*Fine Food and Drink is  
Part of the Good Service*

#### RATES

50% of all rooms rent for \$3.50 or less, single; \$5.00 or less double

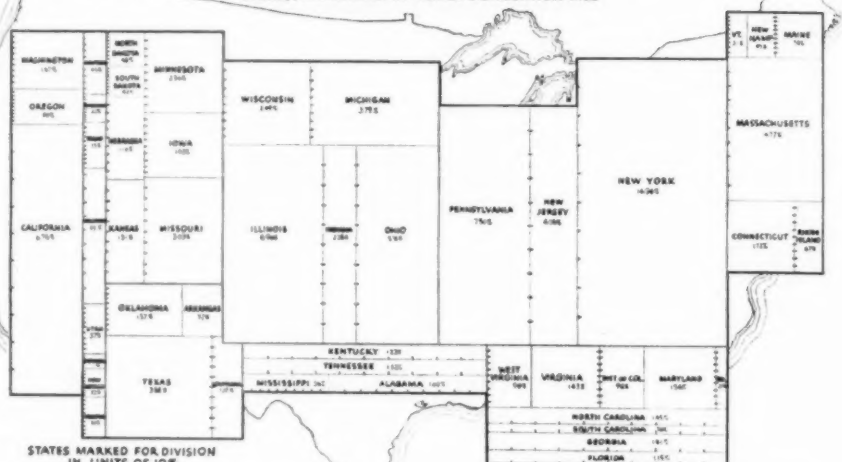
**HOTEL  
Lennox**  
9TH & WASHINGTON, ST. LOUIS

Within 1 Block of Hotel Mayfair—under same management

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## U.S. SALES MAP

THE 48 STATES PROPORTIONED TO DOLLAR VOLUME OF RETAIL SALES  
Source: U.S. CENSUS OF RETAIL DISTRIBUTION 1933



This map, showing how states would look if their land areas corresponded to their retail sales, was prepared by Metropolitan Weekly Newspapers, 220 East 42nd Street, New York, A. C. G. Hammesfahr, president. A companion map shows the same basic state divisions and in addition, 93 cities of 100,000 or more population proportioned to the total dollar volume of retail sales. In 1933 these 93 cities did 45.6% of the retail volume. National advertisers or advertising agencies may secure copies of the maps either through SALES MANAGEMENT or by direct request to Mr. Hammesfahr.

## Organization News

The Utah Sales Managers Association voted within the fortnight to enroll as a Charter Association Member of the National Federation of Sales Executives.

The Association of National Advertisers, Inc., is holding its 27th annual meeting at the Greenbrier, White Sulphur Springs, on October 8-9-10. A. O. Buckingham, of Cluett Peabody & Co., is chairman of the program committee. The first day is open to members only, the last two days being open to invited guests. The speakers include A. C. Nielsen, president of A. C. Nielsen & Co., whose topic is "Changing Order of Distribution"; J. L. Palmer, professor of marketing, University of Chicago, whose subject is "The Challenge of Consumer Cooperatives"; Prof. Malcolm McNeir, of Harvard University, who will speak on "Trends in Distribution"; Lee H. Bristol, vice-president, Bristol-Myers Co., who will report on the Advertising Research Foundation, and Raymond Moley, editor of *Today*, whose topic will be "How Much Government Regulation Can Business Stand?" The final session will be devoted to the Robinson-Patman Act with Hon. Wright Patman as the principal speaker.

The Chicago Sales Executive Club at its September evening meeting took "Planning and Staging a Sales Presentation" as its subject for discussion. L. E. Hooker, general sales manager of Marshall Furniture Co., acted as chairman. At this session was also shown the sound film "Making a Sales Presentation Stay Presented," featuring Professors Borden and Busse of New York University. At the luncheon meeting held September 24, Edward R. Johnston, well-known attorney, discussed "The Robinson-Patman Act and the Sales Manager." He also undertook to answer questions raised by the members.

The Marketing Executives Society held one of the three meetings which it holds each year at Sky Top, Pa., September 25-26.

The Sales Managers' Club of the Rochester Chamber of Commerce opened its fall season with a meeting on September 18, at which the principal speaker was George Harris, manager of the sales promotion and educational departments of the Addressograph-Multigraph Corp. At the meeting to be held on October 2, E. Willard Dennis and F. Mark Clark will outline the program of this club, which aims at interesting more young people and adults in following selling as a life work.

The October meeting of the New York Management Council, to be held on October 6, is to be conducted in cooperation with the Society for the Advancement of Management. The subject selected is "Business Management Today," with Walter D. Fuller, president of Curtis Pub-

lishing Co., as the principal speaker. Walter K. Porzer, of Lambert & Feasley, will act as chairman.

The National Industrial Advertisers Association, Inc., is holding its 14th annual conference at the Hotel Ben Franklin in Philadelphia on October 5-6-7.

The Sales Executives Club of New York has changed the date and enlarged the plans for "The Mock Trial of a Patman Act Violator," which it is holding with the cooperation of prominent legislators, lawyers and business men. This unique event will now take place in the grand ballroom of the Hotel Astor on October 20 and will be staged in connection with a dinner. Honorary chairmen of the dinner will be Representative Wright Patman of Texas and Senator Joseph T. Robinson of Arkansas.

The Sales Executives Club of New York is conducting a special survey under the leadership of Charles C. Stech, among its membership entitled "Leadership Standards of Sales Executives." The questionnaire embraces a total of 50 questions. The results will be released in a bulletin of the Club.

The Milwaukee Sales Managers' Association opened its Fall session with a dinner meeting on September 17. Dr. Thomas C. Cornell, lecturer on selling and marketing, spoke on "Rehabilitation of Salesmen and Stimulation of Sales Morale." The evening was also featured with an imposing array of musical talent.

Recently enrolled Executive Members of the National Federation of Sales Executives include: W. H. Barthel, vice-president, Carthage Mills, Inc.; J. H. Ryall, president, Ryall's, Inc.; R. C. Hill, American Machine & Metals Mfg. Corp.; Mark Mohler, director of sales, Rawls-Dickson Candy Co.; L. L. Cocke, manager Doll Sales Division, Miller Rubber-Toy Division, B. F. Goodrich Company; C. L. Daniels, vice-president, Hardware Dealers Mutual Fire Insurance Co.; Sidney W. Edlund, president, Life Savers, Inc.; C. M. Mead, sales manager, Divine Bros. Co.; N. A. Triplett, The Triplett Electrical Instrument Co.; J. P. Seiberling, Seiberling Rubber Co.; Charles L. Sullivan, Jr., president, The Thresher Varnish Co.; A. E. Ratheiser, director of sales, Monarch Marking System Co.; Paul F. Brophy, general sales manager, Mullins Manufacturing Corp.; W. D. Galpin, manager retail division, General Electric Co.; D. C. Keady, sales manager, The Buckeye Aluminum Co.; C. S. Stilwell, vice-president, The Warner and Swasey Co.; W. H. Scott, The Duriron Co., Inc.; Keith J. Evans, advertising manager, Joseph T. Ryerson & Son, Inc.; George F. Stanley, sales manager, The Stanley Mfg. Co.; H. C. Whitehorn, asst. to vice-president, Toledo Scale Co.; E. F. Wildermuth, The White-Haines Optical Co.; C. W. Titgemeyer, vice-president, The Osborn Mfg. Co., and Francis X. Marshall, assistant sales manager, Curtis 1000 Inc.

SALES MANAGEMENT

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*Baltimore's Family Newspaper*

*Represented Nationally by*

HEARST INTERNATIONAL ADVERTISING SERVICE

RODNEY E. BOONE, *General Manager*

*On Sundays*

The Baltimore American is your best buy. It, too, gives you  
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# Car Sales in Drought States Still Higher Than in Rest of Country

While parched lands are far from being a boon, there is a good-sized silver lining: Farm income there exceeds last years; retail volume up in most lines.

**A**GAIN a large part of our western farm sections is suffering from the lack of rain. This time some of the southern states are included in the drought, bringing the total of the country so affected to about one-third of its area.

This is not the first time that rain has failed to fall in sufficient quantities to prevent the crops from being destroyed by the burning heat, and it probably will not be the last time. Every few years a shortage of rainfall has occurred in our western farm states. There seems to be no definite regularity in such occurrences, so there is little that can be done about it by the farmers themselves.

Of course there are farms, located in some of this drought area, on which the soil is not much good for anything excepting the buffalo grass that used to be found there. Such farms as these are continually suffering from these shortages of rainfall and probably might better be abandoned entirely.

## Drop in Car Sales Slight

SALES MANAGEMENT has found in its income studies that passenger car sales are an excellent criterion of income and general business conditions. On the basis of these studies, let us look at just what the effect of the drought has been on the country as a whole and on the drought states in particular.

There have been 24 states touched by the drought. Of these, four have been affected so slightly that they have been ignored in this discussion. The states more or less seriously affected produce a fourth of the income, purchase 30% of the passenger cars, and 40% of the trucks in the country. During the first seven months of this year the sales of passenger cars in the country as a whole increased 26.5% over the same period of last year. Sales of passenger cars in the affected area dropped only 8% in that same period.

Such a small decline as this can hardly have any very serious effect upon general business in the United States. It would scarcely affect its upward trend at all. This is not to

minimize the extreme effects in some sections, but merely to show that when the country is considered as a whole, there is the probability that it may have been given too much importance in its probable effect upon general business situations. Despite this small decline in passenger car sales in this area, truck sales made nearly the same gains as are to be found throughout the entire country, the percentage being 24.4% as compared with 25.8% for the country at large; a relative difference of only 5%.

## Some States Show Increase

In spite of the drought, some states have actually shown a greater relative increase in car sales than the country as a whole. North Carolina, which had about one-fourth of its counties affected by the drought, and which derives about one-fourth of its income from farm products, suffered a 30.6% drop in car sales, indicating a cut in purchasing power of about 10%. On the other hand, Montana, which had over two-thirds of its counties affected by the drought, showed a 3.0% increase in car sales, indicating a slight gain in purchasing power.

In studying these figures it must be remembered that last year the farm states as a whole led the country in automotive sales gains. Even without the drought many of them might have suffered a slowing down in the rate of gain this year.

WHOLE STATE		
STATE	% of state income derived from farms	Relative drop in car sales during first seven months of '36 compared with same period '35
Kansas	1/3	-10.0%
N. Dakota	1/2	-28.0
Oklahoma	1/5	-10.2
S. Dakota	1/3	-18.0

## TWO-THIRDS OR MORE COUNTIES AFFECTED

Georgia	1/4	- 8.4%
Kentucky	1/4	-11.0
Minnesota	1/5	0.0
Montana	1/3	3.0
Missouri	1/6	- 5.1
S. Carolina	1/4	-19.0

## FROM ONE-HALF TO TWO-THIRDS OF COUNTIES AFFECTED

Arkansas	1/4	-10.3%
Iowa	1/3	-15.7
Nebraska	1/3	-12.2

Tennessee	1/5	- 8.4
Wisconsin	1/5	- 2.8
Wyoming	1/3	6.6

## LESS THAN HALF THE COUNTIES AFFECTED

STATE	% of state income derived from farms	Relative drop in car sales during first seven months of '36 compared with same period '35
Colorado	1/6	12.0%
N. Carolina	1/4	-30.6
Texas	1/5	-10.0
Virginia	1/5	-10.0

Considering the first group in the above table, it is easy to see that even though the whole state suffered from the effects of the drought there is considerable variation between the four states, North and South Dakota suffering more than twice the drop in car sales that Kansas and Oklahoma did, affecting the relative purchasing power of these states in the same ratio.

## Rural Retail Sales Index

In the second group, wherein two-thirds or more of the counties were affected by the drought, we find the same wide variations in its effect upon car sales. Georgia, which derives one-fourth of its income from the farm, suffered an 8.4% drop in sales; while Minnesota experienced no drop at all; and Montana even had a small gain. This indicates that while Georgia suffered about a 3% drop in purchasing power, Minnesota and Montana, with similar experiences, have not had their purchasing power curtailed at all.

Again in the third group we find the same wide variations. But just why Wyoming should show a 6.6% relative gain in car sales while the other states suffered losses of 2.8% to 15.7% is difficult to explain unless other industries carried the load and helped sales along.

The variation in the last group is from a 12.0% gain to a 30.6% drop in car sales. The purchasing power in North Carolina has dropped about 10.0%, but Colorado enjoys a 4.0% gain.

Figures on rural retail sales, made up in the main of consumption items, indicate that the drought has not slowed up the purchasing of everyday items. Latest figures, for August, show the index at 112.0 of the 1929-31 normal of 100. A year ago it was 93.0; in July it was 114.5.

A major appliance item, household electric refrigerators, shows increased sales in the drought states of 22.0% during the first seven months, as against a country-wide increase of 30.0%. Only two drought states, the Dakotas, show a drop in sales. The drought states accounted for 26.4% of refrigerator sales in the first seven months.

SALES MANAGEMENT





## WIN A PLACE in Her Market Basket ... Hold It 10 Years Longer!

**B**YOND all argument—it is much more desirable to get your product into the home of a buyer only 25.5 years old than into the home of a woman 10 years older. It's far easier to do, moreover, as the younger buyer has few, if any, firmly fixed brand preferences—whereas the older one has many preferences virtually unchangeable. The younger buyer, too, is eager to buy and likes to try new things. The older buyer spends more cautiously and grows more immune every

day to the appeal of new or different products.

The younger buyer—so much more easily influenced, with 10 years longer buying expectancy—is the average reader of Fawcett Women's Group. There is no doubt that she offers the better chance for profit on your advertising dollar. Yet the younger buyer and over 2,000,000 more like her can be reached at the lowest guaranteed page rate per 1,000 in the women's field—\$1.70. Call or write our nearest office.

MORE VITALLY IMPORTANT FACTS will be found in an amazingly thorough survey of Fawcett Group readers—tells their ages—size of families and incomes—what they buy and what they pay for it—facts you ought to know. If you have not received your copy, write for it at once; as the supply is limited.

## FAWCETT WOMEN'S GROUP

SCREEN BOOK • SCREEN PLAY • MOTION PICTURE • MOVIE CLASSIC • HOLLYWOOD  
TRUE CONFESSIONS • ROMANTIC STORIES • ROMANTIC MOVIE STORIES

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Tums  
Univex Cameras  
Vick Chemical Co.  
Walker's Austex Chili  
Westgate Breast-O-Chicken—Tuna  
Whiting & Davis  
Wrigley's Gum



**Roving Eye:** RCA Victor is sending two of these \$25,000 show-coaches through the South and East to demonstrate a myriad RCA V. products. In their more than 35,000 cubic feet of space are packed radio and phonograph sets, a complete police communication system, and other "Magic Eye" and "Magic Brain" items. A public address system with loudspeakers "the most powerful ever" built into the roof and sides is capable of reaching an audience of 25,000. Provision has been made for a continuous stream of visitors to enter at one door and leave by another. John B. Sanger designed the coaches.

## Dealer Premium Plan Boosts Sales on New and Old Products

Larger quantity orders, more frequently, at no extra cost; conversion of grocers into users and word-of-mouth advertisers; such are the results of American Coffee Co.'s premium program.

BY R. G. DROWN, Jr.

**A** DEALER premium plan that was largely responsible for successfully launching a new product, and which in five months boosted sales on a well-established line by 34%, has just entered its second year as a feature of the sales plan used by the American Coffee Co., Inc., of New Orleans.

In addition to accomplishing these results, this plan had a number of secondary effects that makes it worthy of analysis. Without adding any appreciable burden to the company's selling or advertising costs, the premium offer: (1) Put new life into the sales organization's story to the retailer, enabling the men to sell larger quantities and to secure more frequent orders; and (2) captured grocers' interest to the extent of influencing many of them to use the company's products (coffee as well as the tea and spices with which the premium offer was

actually merchandised) in their own homes.

In announcing the plan to the trade in May, 1935, the American Coffee Co. had two objectives: The role such an offer could play in smoothing the way for the introduction of a new product, just being marketed for the first time; and the possibility of boosting sales on a familiar and popular line that was about to enter its "busy season."

Plans had just been completed for launching French Market spices, a companion line to the coffee and tea that have been widely distributed throughout the South since 1890. It was felt that an attractive and practical premium plan aimed at the retail grocer would be of substantial benefit in securing quick and adequate distribution. At the same time, company officials concluded that if the offer were extended to include the tea mar-

keted under the same brand name, increased turnover on tea was almost bound to result. A grocer would desire to accumulate tea coupons to be combined with those he received with his spice purchases for redemption of premiums.

The premium offer did not include French Market coffee purchases, but a tie-up was achieved which gave retailers an incentive to use the coffee, as well as the tea and the spices, in their own homes as an aid toward quick premium redemptions. Consumers were allowed to combine the regular coupons, which are found inside each package of coffee and tea, with the special grocer's coupons. In other words, grocers using the coffee and tea at home could add their consumer coupons to the ones they obtained as dealers, thus securing the desired premium quicker than they could if they used competitive products at home. No consumer coupons are packed with the spices, however.

### Double Action Coupons

Beginning in May, 1935, one grocer's coupon was awarded with each pound of tea and with each dozen one-and-a-half ounce cans of spice purchased by the retailer. This offer was made in the city of New Orleans only, where the company is located and where salesmen call on the trade at least once a week. The grocer's coupon was valued at five consumer's coupons and could be redeemed for any of the more than a hundred articles shown in the regular consumer catalog.

In addition to these gifts, special offers were printed on the coupons themselves. A set of six china dinner plates, or six cups and saucers to match, was featured for ten grocer's coupons. A set of six large iced tea glasses was available for six coupons.

On the back of the coupons, offers from the regular consumer premium list were reproduced with the valuations changed to conform with the dealer's redemption basis of five-for-one. Two sets of "backs" were printed. One showed articles for men and boys—pipes, hose, billfolds, military brushes, shaving brushes, shirts, knives, handkerchiefs and neckties. The other illustrated articles for women and for small children—a manicure set, hose, a handbag, a doll, water pistol, handkerchiefs, scissors, thimbles and crayons. The various articles for men, women and children ranged in value from three to 42 coupons.

In analyzing its redemptions after having had the premium plan in op-



## **the HAND that ROCKS the SCHEDULE**

The authoritative studies of advertising media appearing in this publication, plus the advertising of newspapers, magazines, radio stations and networks, give sales executive readers of *Sales Management* a good, sturdy background for selecting media for their own advertising schedules.

More often than not, it's these "upstairs" Sales Executives, (sales-minded Presidents, Vice-Presidents, or Sales Managers), who give the final, important, "Yes" or "No" on "Shall we use . . . . . this year?"

*Sales  
Management*







Look at the record! Sales jump—product interest soars—without fail when you tie up your product with the Dionne Quintuplets.

Any product—your product—can ride the irresistible wave of enthusiasm that follows the doings of those remarkable children.

Only the Aluminum Goods Manufacturing Company is licensed to design, manufacture, and create plans using the names, faces, and full authorization of the world-famous Dionne Quins for toy utensils.

Just tell us about your product or sales problem and we will work out a plan to back up the premium in a hard-hitting immediately resultful attack on your market.

Write, phone or wire for one of our men to call and make definite suggestions—backed by A. G. M. experience—for putting a new push behind whatever you are selling.

#### PROMOTIONAL DIVISION



[490]

eration for a year, the company found that china and glassware accounted for 78% of all redemptions. There are several apparent reasons for their popularity. In the first place, the china and glassware offers were featured on the face of the coupons, whereas the other premiums were shown on the back, making them less prominent. The latter, however, were illustrated while the china and glassware were not.

More important was the fact that salesmen carried a supply of the china and the glassware with them as they called on the trade, and were therefore in a position to give the grocer instant redemption service, while other premiums had to be delivered by mail, incurring a delay of several days. The every-day usefulness of such homely items as china and glassware might of themselves have been strong factors in their popularity.

Whatever the reason, the fact remains that more than three-fourths of the grocers expressed a preference for these two types of premiums; 55% demanding china and 23% glass. The remaining 22% was divided among 29 other articles with none of them proving particularly popular.

#### China, Glass Best Premiums

The cups and saucers, plates and glasses, incidentally, were the same pieces as those used in the company's consumer redemptions. This proved to be important. Many grocers, after receiving their premiums, used them as part of counter displays which helped to sell the company's products to the consumer by showing housewives the premiums they could obtain with the coupons packed inside the tea and coffee packages. By using the same premium for dealers and consumers a grocer often redeemed his customers' coupons from the glasses or china he had on hand, replenishing his own stock when the salesman made his next call. This meant that consumers secured prompt redemptions, which built good will for dealer and manufacturer alike.

Using the same premiums for grocer and housewife also meant that the company had no new premium catalogs to print, and no extra premium stock to buy. One of the most beneficial results of this "dual premium" idea from the manufacturer's standpoint was that it persuaded many grocers to start using the products themselves so as to obtain coupons (and premiums) more quickly.

Redemption statistics showed that 15% of all grocer's coupons were accompanied by consumer coupons. This

meant that at least 15% of New Orleans' grocers were having their wives serve French Market coffee or tea, or both, at home. Not only did this result in added consumption in itself, but it meant that these grocers could usually be counted upon to recommend that brand to customers who expressed dissatisfaction with other coffees or teas.

At the end of the first year, 49% of all coupons issued had been redeemed. This is a rather high percentage of redemptions, fully twice as high as can usually be expected from dealer premiums and three or four times as great as the average consumer redemption plan will produce in its first year. One reason for this is the fact that the campaign is purely a local one.

#### Prompt Redemptions Help

The average number of coupons per redemption was 11, representing the purchase of 11 pounds of tea, 11 dozen cans of spices, or a combination of the two. This is a rather small number, principally because it is easy to redeem the coupons frequently. The company's salesmen call each week and the coupons are given to them for immediate redemption in 78% of the cases. Then, too, the particular premiums which accounted for this 78% of all redemptions required only six and ten coupons apiece.

In actual sales results, a careful check-up a year after the plan went into effect showed that whereas the company's total spice sales, including bulk spices as well as package brands, had fallen off some 25% through a policy of sacrificing orders in preference to meeting unwarranted price competition, French Market spices (the only brand with which dealer premiums were offered), had not only been successfully introduced in the New Orleans market but had shown an increase of 41% during the second six months as compared with the first six months' sales.

That the plan was almost equally successful as a stimulant for an established product was proved when tea sales showed gains every month as compared with sales in 1935. They were found to be up 34% for the first five months of 1936 as compared with the same period a year before, which was just prior to the introduction of the dealer premium plan.

J. M. Cross has resigned as sales manager of Pulp Products Co., Inc., New York. He was formerly manager of the development department of Continental Can Co. Announcement will be made shortly of his new connection.

SALES MANAGEMENT

**"YOU GOTTA HAVE  
Color TO MAKE PEOPLE LOOK"**



**T**O all ages, color is romance, style, charm, lure—the essence of salesmanship. Using color as a sales-stimulus, “U S” Unified Service assures you of co-ordinated sales-spot advertising . . . in sales idea . . . in accuracy and beauty of color reproduction.

Build sales at lower cost with color—in the “U S” manner. For your next job, see a “U S” representative.

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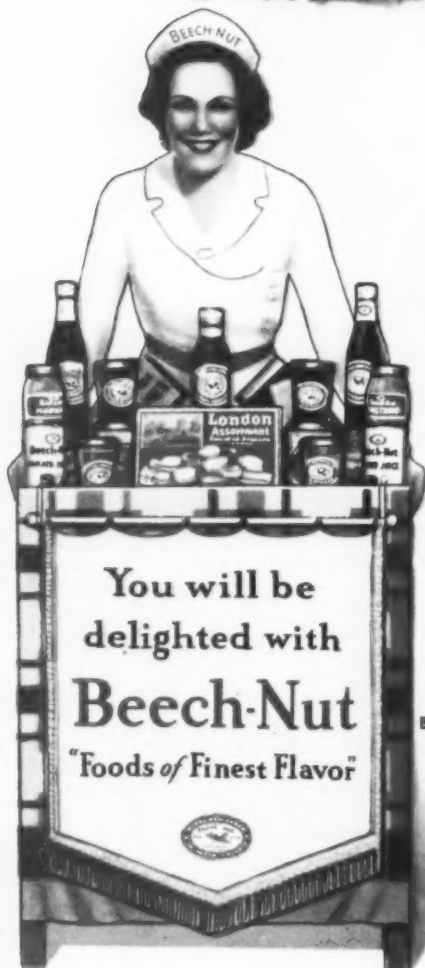
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*The Atlantic Lithographic & Printing Division*  
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**ILLUSTRATION COLOR**

52 EAST 19<sup>TH</sup> ST.



**ADVERTISING**

NEW YORK



# Better Showmanship—A Tonic for Anaemic Sales Talks

BY HARRY SIMMONS\*

Eastern Sales Manager, The Heinn Company

**D**RAMATIZATION is the highest degree of showmanship—and showmanship, I think, is the highest type of salesmanship. It is the showmanship learned and lifted from the theater that makes dramatized selling so effective and so productive.

While the true dramatic flair is instinctive, showmanship can be developed by anyone who will take the trouble to analyze it and to project his imagination accordingly. Only a comparatively few salesmen ever think of the possibilities of dramatic effect in making an entrance, in discussing a product, in showing a sample or demonstrating a process. Many of our so-called "business ambassadors" go through the routine of their jobs with a lack of animation and enthusiasm—with an attitude of *laissez faire*—that is appalling in its economic waste.

But watch the showman! When *he* goes to work on a prospect, it is with the sure-fire touch of a thorough trouper. When *he* offers a sample to a prospect, he takes it out of his case with loving care; he presents it with an air of distinction; he builds up a background of appreciation. This is no common merchandise, the salesman infers, no ordinary product, no run-of-the-mine idea. It is something extraordinarily fine, something uncommon—just as this salesman himself is decidedly out of the ordinary.

Every star producer has his own method of operation, but his operating methods are usually founded on some form of showmanship. One man might throw a brick at an automobile door to prove it has non-shatter glass. Another man might take a sharp knife and deliberately cut open a leather bag to prove its superior construction. One man walks into a prospect's office and lays one or two samples on his desk: while another man walks in and spreads out a *dozen* similar samples, impressing the prospect just that much more.

Still another man lays a specially interesting sample to one side and says nothing at all about it, merely to pique the prospect's curiosity and force him to ask for it. The salesman who un-

Buyers are constantly being lulled to a stupor by salesmen who just come in and talk. But when one shows up who knows how to put action and drama behind his product, they not only stop and look, but listen.

derstands the stimulating value of *handling* fine merchandise, insists on the prospect taking the product in his own hands and feeling it, operating it or trying it out in some way.

Not long ago a shirt manufacturer demonstrated his non-wilt collars by immersing two shirts in a glass water tank in the window; one collar was all wet and soggy, while the other looked perfectly fresh and new. One advertiser takes a double-spread in a magazine and leaves the left-hand page entirely blank and white. Another advertiser takes a half-page space in a newspaper and sets all his copy in a small island in the center with a dramatic circle of white space around it.

One salesman throws a composition doll up to the ceiling to prove it is non-breakable; while another salesman hands you a piece of indestructible material and dares you to tear it. Still another salesman lays his watch on top of his product and impresses you with the fact that "it is manufactured and finished as exquisitely as a piece of jewelry."

There is the salesman who deliberately leaves an argumentative point out of his sales talk, just to force a prospect to ask about it and thus give him a chance to make a more impressive statement. There is the salesman who builds up respect for himself by saying, in reply to a request for criticism: "No, I never discuss a competitor's product; I stick to my own merchandise because I find that I have plenty to say about that."

And then there is the super-showman, who takes a tip from the letter writer with his perky postscript climax; *he* intentionally leaves one of his most important points until the end, saying: "Oh, I almost neglected to show you one of the most important features of all!"

Some time ago, in response to specific requests, I received several letters from some of my good customer friends who discussed the subject of dramatization as applied to their own particular businesses. It is interesting to look at a few excerpts from these letters to see how accurately they reflect the modern sales urge for dramatization and showmanship.

"If a man is concerned with strength, we endeavor to demonstrate just how strong Bakelite is by giving him a few samples of various types to break as he may see fit. If he is concerned with odor, we prepare a display of molded parts along with other well-known materials that are ordinarily considered to be odorless, and then ask him to smell each display. We generally emphasize *one particular property*\* of our product, depending on our customers' needs. For example, it is possible to mold accurate inside and outside threads in Bakelite. Samples prove this point far better than any other method. In turn, inserts can be molded in Bakelite. Again samples tell the story. Photographs and advertising reprints giving a picture of how such parts are used. They are effective, but not as effective as the *actual samples* that a man can *take in his hands* and examine closely."

C. W. BLOUNT,  
Assistant Manager of Sales,  
Bakelite Corp.

Notice how thoroughly the Bakelite Corp. is sold on the idea of placing its products actually in the hands of the prospect. Every one of us prefers to see and feel the thing we are going to buy; and the opportunity to do this easily, makes it just that much easier for us to buy.

"A good advertisement can be as dramatic and forceful as any method of selling of which I know. For, in the advertisement there are opportunities for *drama of usefulness*. After all, nothing is so forceful to the prospect as *his own application*. Advertisements putting the prod-

\* (This is a chapter from Mr. Simmons' book, "How to Make More Sales," published by Harper & Brothers, and is reproduced through the courtesy of the author and the publisher).

\* All italics by the author.

# Increased Selling Pressure and New Lines restore Prosperity to Channels of Distribution

*McGraw-Hill editors report aggressive sales effort  
and rebuilding of selling organizations*

## DEMANDS OF INDUSTRIAL PLANTS, RETAIL STORES and HOMES EXPAND WHOLESALE TRADE



**E.T. ROWLAND**  
Editor  
Electrical  
Wholesaling

The substantial upturn in the business of the electrical wholesalers reflects *renewed sales activity* as well as increased buying power among three major types of consumers: *industrial, commercial and domestic*. Since the first of the year **ELECTRICAL WHOLESALING'S** Index of Business Activity has risen consistently each month from 125 for January to 203 for July, a rise far greater than any normal seasonal increase. There are several reasons for this.

Industrial plants are modernizing their lighting, their control apparatus and their wiring to meet the demands of increased production. Following the example of the larger department stores, new store fronts are daily appearing on the main streets of the nation. *These positive trends are definitely reflected in the electrical wholesaler's sales of industrial and commercial lighting equipment, control apparatus and wiring materials.*

Construction of new power lines in rural sections has resulted in the wiring of farms and the sale of electrical farm equipment and domestic appliances.

The steady uptrend in home building has resulted in increased sales of wiring materials and lighting fixtures. Sales of radios surpassed last year's all-time high during the first half of the year, with collections showing material improvement. The increasing use of electrical labor saving appliances, plus the huge replacement market, is reflected in large gains in wholesaler's sales to dealers in refrigerators, ranges, vacuum cleaners, washing machines, and other home appliances.

There is every indication that this all-around improvement in sales of electrical supplies, apparatus and appliances will continue throughout this year and next, for the typical electrical wholesaler has become definitely more sales-minded and his markets are steadily expanding.

## UPWARD TREND CONTINUES IN RETAIL SALES OF APPLIANCES



**L.E. MOFFATT**  
Editor  
Electrical  
Merchandising

Retail sales of electrical household appliances are increasing at rates far higher than general retail increases. As an instance, refrigerator sales for seven months are greater than the total for the year 1935. Electric washer sales for the same period are up 31 per cent; electric range sales up 49 per cent; vacuum cleaner sales up 28 per cent.

Prospects for the last quarter are very bright! This season normally produces about 45 per cent of the



year's total in such important lines as mixers, roasters, waffle irons, toasters and coffee makers. Sales this year will be exceptionally large *due to the added stimulus of cooperative promotion in the trade by the leading manufacturers*. Prizes for store and window display are offered from which a heavy response is anticipated. Lighting sales will also be larger than in former years. *A special drive on floor and table lamps of the types approved by the Illuminating Engineering Society is expected to sell one million of these lamps in October.* This campaign cannot fail to stimulate additional large sales in the following months.

These gratifying business results are achieved not only through the rapid expansion of public demand for electrical comforts, but are no less due to an alert and aggressive trade, trained in the methods of specialty promotion.

The appliance trade includes not only the exclusive electrical merchant, but also department stores, large hardware and house-furnishing stores, furniture stores and in the towns and small cities that absorb a great volume of appliances, lumber dealers, implement dealers and general stores. These diverse retailers have in common the sales technique necessary to move large unit merchandise on time payments. Another common characteristic is that they are close followers of the news of their trade, and are keenly alive to the value of new products, new models, and new designs making bigger and more profitable sales to their public.

THE TIME IS  
RIGHT...

THE NEED IS  
EVIDENT...

THE MONEY IS  
AVAILABLE...

**Let's  
Rebuild  
America**



**T**HE TIME to sell and *sell hard* is now. For *now* is the time distributors, dealers and the public are *buying* their greatest volume in years. And the PLACE to sell and sell hard is in McGraw-Hill papers . . . the papers so eagerly read, so intently followed by the men who buy or influence buying in industry. McGraw-Hill delivers to you, in each of Industry's Twelve Major Markets, the cream of the

buying power and at a cost so low, you can send your "salesman in print" to call upon them many times each year.

Let one of our representatives who has sound and up-to-the-minute knowledge and news of your key markets call on you and prove how *you* will benefit from advertising to the cream of the "ready to buy" buyers that McGraw-Hill and only McGraw-Hill can offer you.

#### RADIO'S EARLY SALES EFFORT SETTING ALL-TIME RECORD



O. FRED ROST  
Editor  
Radio Retailing

Stimulated by the public's mounting demand for radio equipment with which to take the temperature of an increasingly torrid political campaign and financed by the profits accruing from an unexpected increase in radio receiver sales to 2,740,000 units in the first half of this year as against 2,320,000 during the same period in 1935, radio manufacturers optimistically launched new models in June, fully three months earlier than in any previous year.

Distributors, their stocks long depleted by hand-to-mouth buying and now feeling the pull of expanding consumer pocketbooks, responded with orders for immediate delivery of quantities in excess of any hitherto experienced by the industry at this season.

Dealers, aided by new and more liberal financing plans provided by leading credit companies and encouraged by the activity of their suppliers, followed suit, placing orders with distributors for from 20 to 200 per cent more equipment than in any previous June.

Consumers took up the slack by the middle of July, responding to intensive sales effort by the entire industry. Distributor and dealer stocks were cleared and reorders placed. As we head into the industry's natural peak season beginning in the Fall and continuing through the holidays, surveys indicate that consumer demand is continuing and that the price range of best sellers is moving up from the \$25 to \$50 bracket into the \$50 to \$75 level which returns a better profit per sale.

Thus the industry, by applying pressure earlier than usual in a political year, and at a time when the consumer's pocketbook is feeling the effects of improved business, has achieved, in effect, *two peak selling seasons*. 1936 radio sales are climbing toward the 8,000,000 mark, —an all-time record—as dealers scan the pages of their trade papers, eager to find new sales appeals and new profit possibilities.



#### MILL SUPPLIES TRADE RUNNING ABOVE 1923-25 AVERAGE



J. A. CHANNON  
Editor  
Mill Supplies

With returning business activity, the mill supply industry has been able to consolidate its improved position in the scheme of things —with the result that the volume of business done by mill supply houses today shows remarkable gains in all sections of the country.

As reported every month in MILL SUPPLIES, "Sales Indicator" (charted with the 1923-25 average as 100), sales of industrial supplies and equipment have been consistently higher this year than in 1934 and '35, and have been more than double the volume for the depression years of 1932 and '33. As a matter of fact, the curve has hovered around the "100" mark for the past four months, reaching a 1936 "high" of 104 in July.

Perhaps more important than statistics, however, are the spot reports which come from distributors in all sections of the country. Outstanding in this spot news are the reports of larger stocks to meet the ever-increasing demands of industry for supplies and equipment for new jobs and to replace that which has been repaired over and over again during the past five years.

*Additions to sales forces are being made every day.* Salesmen are finding that they must spend more and more time with plant buying and operating officials. Concentrated activity in smaller territories is the result.

Greatly increased sales promotion efforts, a cooperative industry advertising campaign and numbers of industrial supply exhibits are further indications of the determination of industrial distributors individually, and as an industry, to secure an increased percentage of the rising volume of orders for industrial supplies.

This increased selling pressure, plus the natural advantages which industrial distributors have always enjoyed, will bring lower costs and more efficient distribution of industrial supplies in 1937.

## McGRAW-HILL PUBLICATIONS

McGRAW-HILL PUBLISHING COMPANY, INC., 330 WEST 42nd STREET, NEW YORK, N. Y.

American Machinist  
Aviation

Bus Transportation  
Business Week

Coal Age  
Chemical & Metallurgical  
Engineering

Construction Methods  
Electrical Contracting  
Electrical Merchandising  
Electrical West  
Electrical Wholesaling  
Electrical World  
Electronics

Engineering & Mining  
Journal  
Engineering News-Record  
Factory Management &  
Maintenance  
Food Industries  
Metal & Mineral Markets

Mill Supplies  
Power  
Product Engineering  
Radio Retailing  
Textile World  
Transit Journal



uct in this light really pull. This advertising, to gather real results, must have the backing of salesmen. After the ad has opened the door, the salesman has his opportunity. Then, if his strong point is drama, he has the stage well set. The salesman must choose his properties to fit the product and the prospect. For, after all, the real acceptance—the success or failure of a dramatic sales talk—depends on Mr. Prospect. He is the audience—and the play is written for him."

FRED A. PARNELL,  
Manager, Construction Material  
Advertising, General Electric Co.

If advertising is truly salesmanship-in-print, then the type of advertising that accurately portrays the "drama of usefulness" is an effective form of dramatized selling.

The motivating influences and human interest stories used in the selling of life insurance are frequently the highest type of dramatization. The outstanding success of the experienced life insurance salesman is sufficient proof of the value of this form of dramatized selling.

"Life insurance is so intangible that our best salesmen agree that it is usually best sold by the use of *motivating influences* and human interest stories. Our salesmen today are not so much interested in educating the prospect as to what life insurance is; they are more concerned with demonstrating to him what life insurance will do for him if he lives—otherwise, what it will do for his family. It is in this phase of life insurance selling that motivating influences and human interest stories play their greatest part. One of our consistent million-dollar producers likes to picture to a prospect first the situation of his family and himself *with* the life insurance service; and then if this does not close the sale, he shows the prospect a similar picture of his family *without* the insurance service. These word pictures are often best illustrated by showing the prospect what *actually happened* to other people in a situation similar to his own."

A Large Insurance Company.

"When Gold Strand proposed the introduction of the revolutionary measuring tape in each roll of its quality screen wire, some method had to be found for effectively presenting this innovation to both the jobbing and retail hardware trade. Turning movie producer was a distinct departure from the accepted merchandising practice in this industry, as well as in the market to be covered, but its possibilities for a dramatic presentation of a new sales story were so great as to warrant a try. Like the 4-star productions of today—except in cast only—a regulation *all-talking motion picture* was produced. Its title: "Get on the GOLD STANDARD" was catchy; and when presented to an accumulative audience of some ten thousand or more at the various hardware expositions, it met with an enthusiastic reception. Many dealers were impressed with the new way in which they had been told of something different in screen wire cloth. This initial attempt was followed with another talking advertising slide film, that served as a follow-up to the first release and has done much to develop dealer acceptance."

K. A. ZOLLNER,  
Advertising Manager,  
Wickwire Spencer Steel Co.

One of the many manufacturing organizations that has deliberately gone to the theater itself for its dramatized selling:

"Salesmanship is part showmanship. A percolator sample shown against a background of purple velvet looks richer, brighter, more attractive and more salable. Copper wire, bare or insulated, is a prosaic thing in itself; but an effective demonstration of a short piece in the making, a little piece of raw rubber, a cutback sam-

ple of the finished product showing the successive layers of material in its construction, presents it as an *interest-compelling object*. That's what I call 'Dramatized Selling.'"

A LARGE WIRE AND CABLE CO.

Another splendid example of an industry that offers effective illustrations, demonstrations and exhibits in a successful attempt to dramatize its products!



Station attendants profit by suggesting Alemite when customers ask for "a quart of oil."

## "Grease Monkeys" Push Alemite Oil to Win Merchandise Bonus

A PLAN of rewarding the men who are in direct contact with retail customers has been sponsored by the Alemite Division of Stewart-Warner Corp. all this year and probably will be widened in scope next year.

Known as the Alemite Gusher Merchandise Prize Plan, this promotion was calculated to increase the sales of Alemite motor oil by giving registered station attendants one certificate, good for four merchandise credits or for two cents in cash, for every gallon they sell. The cash redemption feature is for those states where redemption in goods is prohibited or requires the payment of a license or tax not required for cash redemption. The merchandise feature is also stressed because the management does not like to be placed in the position of giving what amounts to a discount of two cents a gallon on its motor oil.

The plan was conceived and promoted to the distributors in Decem-

ber, 1935. Distributors' salesmen were circularized with a series of bulletins urging them to promote the plan to dealers. They were supplied with merchandise prize catalogs to distribute among station attendants and with registration cards for listing names and addresses of such attendants at stations that accepted the plan by placing an order for Alemite motor oil. These registration cards were signed by the distributor and sent to the factory, whereupon the factory addressed literature to the attendants at their home address.

Distributors also cooperate by paying one cent for each certificate redeemed.

Each distributor has a number and this number is printed in large figures on the supply of certificates furnished him. Each certificate also provides a space for stamping on it the invoice number of the sale to the dealer with which that certificate was given as a premium.

The distributor, then, gives the dealer one certificate for every gallon of oil the dealer buys. The dealer, in turn, gives them out to his station attendants as a bonus for pushing Alemite motor oil. Attendants have their copy of the merchandise prize catalogue and they send in their certificates for such prizes as they may select. As the plan is good all year, they may save up certificates for a considerable time and get a very valuable prize, or they may send them in promptly for inexpensive articles.

When certificates are received at the factory, the distributor's number indicates who issued them and who, therefore, should be charged one cent each for them, while the invoice number indicates with what sale of motor oil they were issued. As the factory has a copy of the distributors' invoices, it is easy to check up on such details, if desired.

The factory also preserves the attendants' registration cards and checks the regularity with which each attendant sends in certificates. If one who has been sending them in quite regularly stops doing so, the factory writes him a letter to ask why.

SALES MANAGEMENT

A MARKET  
FOR FOOD AND  
FOOD EQUIPMENT—



## THE SODA FOUNTAIN



**Because** the large majority of the approximately 90,000 fountains today serve food, and—

**Because** government surveys show that food represents between 37.8% and 46% of the billion dollar volume of fountain sales—(independent survey shows it much higher)

**We have prepared** two reports "Marketing Food Equipment to the Fountain Field" and "Marketing Food Products to the Fountain Field" giving statistics and information on the consumption of food at the fountain and the type of equipment used in its preparation.

These reports give details regarding:

Extent of the fountain market; its annual sales volume; types of stores operating fountains, etc.

Volume of food service at the fountain

Typical fountain food equipment and menus

Methods of distribution used by manufacturers

Purchasing methods of the fountain owners

A Copy of This Report is Yours for the Asking

Please specify whether you are interested in complete details on food equipment, or on food products.

## SODA FOUNTAIN MAGAZINE

*The only paper covering this field*

420 Lexington Avenue, New York, N. Y.

333 N. Michigan Avenue, Chicago, Ill.

A Bill Brothers publication; publishers of SALES MANAGEMENT, PREMIUM PRACTICE, INDIA RUBBER WORLD, TIRES, RUG PROFITS, DRAPERY PROFITS, HOMEFINDER, DEALER ADVERTISING.

# Magazine and Radio Expenditures

(September and year to date—in thousands of dollars)

Compiled for SALES MANAGEMENT by Publishers' Information Bureau, Inc.

Class	NATIONAL MAGAZINES				RADIO			
	September		January-September		August		January-August	
	1936	1935	1936	1935	1936	1935	1936	1935
1. Automobiles .....	\$ 723.2	\$ 735.4	\$10,236.3	\$ 7,532.5	\$ 125.9	\$ 138.8	\$ 2,429.6	\$ 1,965.6
2. Auto Accessories .....	737.4	602.5	5,834.8	4,897.3	341.8	349.3	3,039.3	2,727.0
3. Clothing .....	544.4	422.1	4,304.0	3,548.6	4.1	19.4	200.8	263.7
4. Communication .....	60.9	67.8	614.3	594.6	—	—	—	29.5
5. Electrical Household Equipment .....	86.0	109.9	3,497.6	3,113.6	35.9	1.0	124.7	266.7
6. Electrical Structural Equipment .....	100.0	24.8	714.1	316.8	—	—	—	—
7. Financial .....	258.3	223.3	2,742.3	2,457.2	38.4	26.6	314.8	286.2
8. Foods .....	978.6	1,036.4	11,238.3	10,779.1	802.8	696.7	6,790.5	6,696.2
9. Food Beverages .....	363.7	345.2	3,098.4	3,016.3	306.7	193.1	2,927.0	1,916.6
10. Beers, Wines and Liquors .....	240.4	220.3	2,659.5	2,660.4	—	—	—	—
11. Confections .....	148.6	87.6	1,029.7	1,095.1	97.3	27.8	861.0	866.5
12. Housefurnishings .....	358.4	294.0	2,681.5	2,395.1	—	21.8	185.8	148.8
13. Kitchen Supplies .....	130.1	99.7	1,278.8	1,209.2	33.1	22.7	351.3	232.2
14. Soaps, Cleansers .....	394.3	399.2	3,873.6	3,769.7	249.1	132.0	2,048.5	1,367.7
15. Jewelry, Clocks, Watches .....	24.1	12.3	392.3	231.0	—	3.4	145.8	32.9
16. Machinery .....	41.4	38.3	363.3	329.2	—	—	36.9	—
17. Office Supplies .....	163.1	114.4	1,306.0	1,242.7	—	9.9	388.3	62.6
18. Publications .....	149.4	103.7	930.1	812.7	36.6	29.1	209.6	258.2
19. Radios .....	194.5	125.0	1,075.2	756.2	110.2	42.9	851.7	645.0
20. Smoking Materials .....	598.8	492.2	4,656.0	4,566.5	396.8	182.9	3,064.1	2,190.9
21. Sporting Goods .....	122.0	160.9	1,378.9	1,449.2	—	—	—	—
22. Structural Materials .....	83.4	45.5	736.0	417.8	—	—	58.9	86.0
23. Structural Fixtures .....	180.4	100.4	1,472.4	932.2	3.4	5.7	270.1	138.4
24. Toilet Goods .....	1,329.8	1,149.7	12,387.3	12,449.5	654.2	680.3	7,108.4	7,198.9
25. Medical Supplies .....	499.7	380.9	5,528.5	5,320.6	321.5	286.5	3,153.0	3,904.1
26. Travel and Accommodations .....	275.9	187.3	3,381.1	3,008.2	—	—	26.6	46.1
Miscellaneous .....	1,199.9	920.0	9,454.1	7,448.9	218.2	29.9	1,154.4	338.1
Total .....	\$ 9,987.8	\$ 8,500.0	\$96,865.7	\$86,351.3	\$ 3,776.8	\$ 2,900.3	\$35,741.9	\$31,669.1
Increase, % .....	17.5		12.0		30.0		12.9	

Note—The National Magazines checked total 104 publications, 13 weeklies and semi-monthlies for August and 99 monthlies including *Vogue* for September. All figures are based on one-time or single insertion rates.

Note—Network Radio Broadcasting figures cover national or chain broadcasting carried over the networks of the National Broadcasting Company, Columbia Broadcasting System and the Mutual Broadcasting System for 1936. The figures cover facilities only and do not include talent.

## Retailers Press War Against Direct Sales to Employee Groups

(Continued from page 462)

offered as a pattern to other retail associations and groups entering the fight on direct selling to individuals through factory or group schemes. Further, the movement has been endorsed by the retail divisions of 135 local Chambers of Commerce in Illinois affiliated with the Illinois Chamber of Commerce.

"It is estimated that sharpshooting manufacturers have been selling a total of between \$25,000,000 and \$30,000,000 worth of goods in Illinois yearly," said J. C. Amis, secretary of the Chicago Retail Hardware Association. "These manufacturers steal the retail merchants' customers through price cutting methods and then turn around and ask the retail merchants to stock their goods.

"If they continue to give the retail

merchant the run-around they are going to find that he won't do business with them. When they understand that, we think they'll quit the practice."

Joseph T. Meek, secretary of the Illinois Federation of Retail Associations, in a recent address to retailers, said:

"Industrial selling is rampant in the hardware, furniture, electrical, grocery, sporting goods, clothing and in almost every other line of business. One of the striking situations we uncovered is the popularity of industrial selling in our big manufacturing plants.

"We found manufacturers willing to encourage, and actually encouraging, employee purchases as a method of increasing good will and appreciation of their jobs. We even found cases where manufacturers believed that their ability to secure these discounts was an argument against paying higher wages—the discounts being considered as the equivalent of higher recompense.

"All this we think is an extremely strange situation inasmuch as these manufacturers are, in turn, doing all they can to get retailers to sell their

goods at a profit. In other words we find the manufacturer and wholesaler in competition with his dealer.

"It is human to boast and the man who gets inside deals will not keep his mouth shut. Stories of this purchase at wholesale, and that one, travel from friend to friend and neighbor to neighbor. Any man who pays a full price for any article becomes a subject of ridicule. He is labeled as dumb—a know-nothing. In his resentment he goes out and finds a way to do it too."

One of the exhibits of the Illinois group which is in revolt against direct selling is a paragraph from the Clover Business Service, of the Clover Mfg. Co., Norwalk, Conn., manufacturers to the hardware trade. In a discussion of the Robinson-Patman act this says:

"As the law applies to 'our customer's customer,' the jobber is now prohibited from selling to a dealer's customer at a lower price than he sells to the dealer. Jobbers who have made it a custom to sell around the dealer to school boards and local industrials at lower prices will now have to watch their step if they want to keep out of jail."



# Work Conditions Regulated on All Goods Sold to Uncle Sam

Washington, September 25.

**L**A TEST Washington developments are moving straight at the core of sales and business. All concerns in a measure are affected by the regulations on government contracts just released by the Secretary of Labor. For many houses, the immediate picture is turned topsy-turvy; for others the long-time outlook is changed.

For instance, length of the work-week for employees. The regulations make clear that most of the work done for the Government must comply with the 40-hour maximum and with wage standards set by the Department. Child labor and convict labor are proscribed. Nor can employees work in surroundings "insanitary or hazardous or dangerous to the health and safety of employees."

## Small Purchases Exempt

Exempt from these provisions are open market purchases. But the open market interpretation narrows rather than broadens this type of purchase. Any hope that a large part of Federal buying would be exempted was definitely closed by the restriction only to those cases in which proposals are not advertised (broadly, purchases under \$500).

Even more significant is the overtime interpretation. This establishes an 8-hour day and a 40-hour week as the maximum at straight pay rates for workers on anything sold to the Government. Time and a half must be paid for all work over these hours, whether hourly or piece rates prevail. Further specific rulings may be expected for particular industries as to overtime work, but any hope of paying employees for extra hours at the regular rate is out.

Determinations of the prevailing minimum wage for a particular industry or group of industries will be made later by the Secretary of Labor. These determinations will be published in the Federal Register and sent to contracting officers through circular letters of the Procurement Division of the Treasury.

Needless to say, the hour and wage arrangements of a great number of firms must be reshaped if they are to participate in Government contracts. Huge industries are among these. Then, this entering wedge brings nearer the possibility of extending hour and wage control blanket-fashion over

industry. It is a sizable wedge when one remembers that it represents about \$500,000,000 in business annually.

September marks another move on the part of Congressman Patman for placing a check on business. A specific bill has been drawn and announced by the active Texan to supplement, in a sense, the Robinson-Patman Act of last session—which at present is causing the Federal Trade Commission,

along with the business world, to scratch its head vigorously in order to determine just what business can and cannot do under the statute.

Mr. Patman's new bill aims, according to its sponsor, to keep the manufacturer out of the retailers' business and the retailer out of the manufacturers' business. The meat of his proposal is summed up in one pertinent paragraph from the bill:

"It shall be unlawful for any manufacturer or any affiliate of such manufacturer to directly or indirectly transport or cause to be transported, in commerce, any article or material produced by such manufacturer for

*The*  
**BEST**  
**"BUY"**



*in* **TEXAS**

In Houston and its rich trading area—the richest in the State—The Chronicle has long been the first buy. It is now the best buy in Texas.

The Chronicle has the largest daily circulation and lowest milline rate of any newspaper in the State. It also leads all newspapers in Texas in national advertising.

Houston leads all cities in Texas in population, income tax returns, building permits, retail sales, savings deposits and many other important factors which are

accepted as a barometer of a market's importance.

The Houston Chronicle leads all Houston newspapers in city, city and retail trading zone, country and total circulation, both daily and Sunday. The Houston Chronicle also leads all Houston newspapers in local, national, classified and total advertising.

Houston is the logical market for your campaign and The Houston Chronicle is the newspaper that will pay you the biggest dividends on your investment.

**THE HOUSTON CHRONICLE**

*"Largest Daily in Texas—Lowest Milline Rate"*

*Leads the State in National Advertising*

**R. W. McCARTHY**

Manager National Advertising

**THE BRANHAM COMPANY**

National Representatives

## You Can Make Money in the Corset Business

As one of the leading members of the corset industry, we feel qualified to make this statement.

The corset business is now entering one of the most active periods in its history. No article of wearing apparel is of greater importance in the feminine wardrobe.

Our garment enjoys recognized superiority in this field. Its distinctive features are protected by patent. Our selling methods are ahead of competition. Our consistent, national advertising paces the industry.

Distributorships for our product, in all important trading center cities, are owned locally. They are valuable sales franchises, now offering unusual profit possibilities.

At the present time several of these franchises may be acquired by experienced men who can meet certain qualifications.

These qualifications are definite but not severe: a successful experience in selling and merchandising; executive ability, energy, ambition; modest capital to invest in tangible assets of a business you will own.

If you are seeking a larger opportunity to earn money, if you desire a legitimate chance to capitalize your own ability, we believe the corset business now offers what you want. If you are interested in one of these Charis franchises, please write immediately describing your business history in detail.

Your letter will be held in confidence and an interview arranged promptly.

THE CHARIS CORPORATION  
Allentown, Penna.

## TO THE CHIEF EXECUTIVE OF A BUSINESS WITH A SELLING PROBLEM:

There is shortly to be available a marketing and sales executive of the highest type, whose record is one of outstanding accomplishment in three different industries where he has headed important national organizations, with sales forces as high as 150 men, including Branch Managers.

He knows the department store, chain, wholesaling, and premium fields and buyers. His experience covers the use and coordination of all important tools of selling.

He is aggressive without being high-pressure; he realizes that added volume is worth while only if costs are kept within bounds; in dealing with salesmen he can practice everything he preaches; in the late 30s, Ph.B. degree, Christian, open-minded as to immediate return.

A company needing a really good General Sales Manager should write

BOX 493  
SALES MANAGEMENT  
420 Lexington Avenue  
New York City

sale or distribution at retail by such manufacturer or by an affiliate of such manufacturer."

Terms of the measure, however, would not take effect until three years after the date of its enactment.

The Texas Representative will not confine his efforts to pushing this legislation, if present indications are correct. It appears now that he will ask Congress to create a special committee to investigate industrial compliance with the Robinson-Patman Act of last session, to uncover especially any failure on the part of big chain groups to comply. On the basis of the committee's findings, amendments would be framed to strengthen and perfect the law.

## Remaking "NRA"

While eyes generally focus on the political campaign, in the mills of the Federal Government there is being ground out an industrial control program, a new NRA, if you will. While obviously the old Blue Eagle will not be resuscitated as such, a form of industrial-governmental cooperation, if nothing else, may be looked for.

Specifically, the Council for Industrial Progress is due to trot out before the public next December a report and recommendations for a future plan of industrial cooperation. The Council will call an annual meeting of its representatives, including men from business, management and labor—about 200 in all—review its activities and make its report.

At the same time a review of the NRA, a summary history of its activities, is under way. This will be joined with the report and recommendations of the Council for Industrial Progress, and out of it all may come a new relationship between the business man and the Government. If Roosevelt is defeated and Landon comes into the White House, the whole matter probably would be junked.

Conferences that the President will have with different business and industrial groups may serve to indicate the nature of the proposed new relationship. These conferences will be highly significant and should be watched closely in the event that Mr. Roosevelt is kept at the head of the **Hauk** Government.

Adrian James Flanter, former sales promotion manager of World Broadcasting System, and Columbia Phonograph Co., electrical transcription division, has opened offices in Radio City, New York, to specialize in radio relations, particularly sales promotion, publicity, and artists' representation.

## Rolled Gold Plate Assn. Teaches Jewelers to "Talk Up" Quality

**T**RADING UP" the rolled gold plate and gold-filled jewelry business of the country is being done through an advertising campaign sponsored by the Research Division of the Rolled Gold Plate Manufacturers whose purpose is to acquaint the jewelers with the superiority of this merchandise. Present indications are that this advertising activity will in the future include a consumer campaign.

While the Rolled Gold Plate Association has been in existence for many years, it was not until a year ago that they formed the Research Division and started advertising. Throughout the year double-page advertisements have been used in *National Jeweler* regularly, and the equivalent of single pages occasionally in *Jewelers' Circular-Keystone*.

The activity, sponsored by 13 manufacturers located in Providence and Attleboro, has told an interesting story, that of a billion dollar industry started back in 1742 when Thomas Bolsover, a silversmith, by accident invented a new industry.

This discovery was developed by Joseph Hancock, although it remained for one John Turner to produce the first rolled gold plate, by fusing gold and copper. During the intervening 194 years, this process has produced quality, good-wearing gold jewelry.

However, due to price-consciousness coupled with the inability of the jeweler to explain the difference in merchandise quality to his customers, electroplated jewelry has found a readier sale.

The cheaper electroplating results in a granular deposit of gold on an article; whereas rolled gold plate and gold-filled merchandise is made by a fusing process in which sheets of solid karat gold are fused to the sides of a base metal and then worked into sheet wire and tubing from which long-wearing jewelry is made. The term gold filled is used on higher grades of rolled gold plate.

The campaign thus far has been a direct sales influence, has done an educational job among jewelers and has "traded up" the rolled gold plate and gold-filled jewelry industry in gratifying fashion. The committee in charge of the campaign includes Clarence Dunbar, Providence; Walter Cunningham, Attleboro; Edwin Leach, Attleboro; and Clarence Stone, Attleboro. Sutherland-Abbott, agents.

SALES MANAGEMENT





HOW  
*Can I Reach*  
EVERYONE

*Interested in*  
MY LINE?

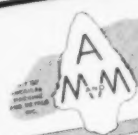


Question: "HOW CAN WE GET OUR STORY



FISH

This Advertising Manager  
Uses 23  
BUSINESS  
PAPERS



AMERICAN  
MACHINE AND METALS  
MANUFACTURING CORPORATION

100 SIXTH AVENUE New York WALKER 5-1500

September 18, 1936

Sales Management  
480 Lexington Avenue  
New York, N. Y.

Gentlemen:

There is always new blood coming into industry -- individuals or organizations. It is practically impossible that they should know our company or our products. Likewise, it is inconceivable that our salesmen should know who these newcomers are.

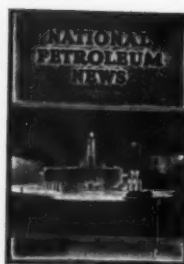
To reach them -- as well as the established organization -- that is the business paper's job. As far as I know, there is no substitute for the business papers. It presents our story as news and information. Gains understanding and respect for our products. Locates our markets, provides data obtainable in no other way. And last, but not least, produces inquiries and sales for our salesmen.

The importance of the business paper, its necessity to industry, is too well known and understood to dispute.

Very truly yours,

Richard W. Dennen  
Advertising Manager

RWD:DJ



# OVER TO EVERYONE INTERESTED?"

fly fishing is fun, but

## FISHING for BUSINESS Needs NETS

The only practical method of catching all the fish in a given area is to use a net.

Business paper advertising applies the principle of the net to getting new business—for your best business papers reach into every nook and cranny of their respective fields and gather everyone interested into their circulation nets.

For instance:

1. Companies entering a new manufacturing line.
2. New retail firms and old firms adding new major lines.
3. Executives changing from one business to another.
4. Financial interests taking over old, established firms.

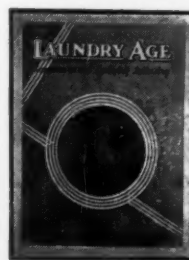
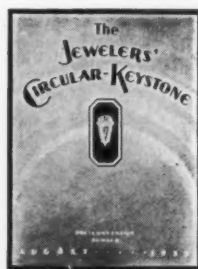
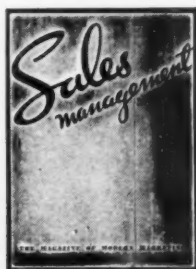
And these new, changing elements can develop into good customers, as every Sales Manager knows from his own experience. Business paper advertising not only tells a continuous sales story to the *regular* buyers in a field, but is the only available method of presenting it to the new blood—firms your salesmen know nothing about.

It is well to remember that—

one of the first things a man does when coming into a new field is to subscribe to the best business paper in it.

## 27 Good BUSINESS NETS

(see complete list of papers on back page)



# The 27 Business Papers Listed Below Are Among the "CREAM" PAPERS of the BUSINESS PRESS



**PICKED BY JURY.** When selecting suitable magazines to feature in this cooperative advertising campaign, the object was to include only those which withstood the most acid of acid tests as to quality and performance. The 27 featured here are among the Cream of the Business Press, personally selected by a jury of the most competent buyers of business paper space in the country today.

Of each magazine can be said, "It is honestly and ably edited and renders a real service to the trade, industry or profession it represents."

## BAKING AND FOOD FIELD

Bakers Weekly  
Food Industries

## BUILDING AND CON- STRUCTION FIELD

American Builder & Building  
Age  
Architectural Record  
Building Supply News

## BUSINESS EXECUTIVE FIELD

Sales Management

## CHEMICAL FIELD

Chemical and Metallurgical  
Engineering

## ELECTRICAL FIELD

Electrical World

## HOTEL AND RESTAURANT FIELD

Hotel Management  
Hotel World-Review  
Restaurant Management

## JEWELRY FIELD

Jewelers' Circular-Keystone

## LAUNDRY FIELD

Laundry Age

## MARINE FIELD

Marine Engineering & Ship-  
ping Review

## METAL

### WORKING FIELD

American Machinist  
Boiler Maker & Plate Fabri-  
cator  
Iron Age  
Machinery  
Product Engineering  
Steel

## OIL FIELD

National Petroleum News

## RAILWAY FIELD

Railway Age  
Railway Electrical Engineer  
Railway Engineering & Main-  
tenance  
Railway Mechanical Engineer  
Railway Signaling

## SHOE AND

### FOOTWEAR FIELD

Boot & Shoe Recorder





# Survey Shows More "On Time" Sales, Collections Up, Loss Down

The Bureau of Foreign and Domestic Commerce has released the Retail Credit Survey for 1935, as prepared by H. T. LaCrosse, under the direction of Wilford L. White, Chief of Marketing Research Division, and Edward L. Lloyd, Chief of Market Data Section. It is available from the Superintendent of Documents at 10 cents per copy.

The survey is based on a study of 1,612 stores in 14 kinds of retail trades, located in 88 cities.

Significant highlights from the study: Open-credit accounts were reported as outstanding, on the average, 69 days in 1935, or 4 days less than in 1934. Installment accounts were outstanding approximately 6½ months last year as compared with 7 months in

the previous year. The percentage of open accounts decreased to 18.1% in 1935 from 20.4% in 1934. Bad debt losses in 1935 were half the 1934 ratio.

In 1935 installment sales increased approximately 19%, open-credit sales increased 9%, and cash sales only 3%.

The adjoining table shows interesting variations in payment habits between geographical sections and individual cities. People in New England and the East North Central states, for example, paid cash on the line for a much greater percentage of their purchases than was true of people in other sections. Installment credit reached a peak in the South Atlantic states. Open-credit was most popular in the Mountain states. The 80-page book is a mine of valuable information on sales and credits.

**Percentage of Cash and Credit Sales by Cities and Regions  
1934 and 1935**

[ Percentages based on net sales ]

City <sup>1</sup> and region	Cash		Open credit		Installment credit		Total sales	
	Number of stores <sup>2</sup>	Percent of sales, weighted averages	Number of stores	Percent of sales, weighted averages	Number of stores	Percent of sales, weighted averages	Number of stores	Percent change 1935 from 1934
		1934 1935		1934 1935		1934 1935		
Boston.....	44	50.6 49.0	43	44.0 44.6	15	5.4 6.4	44	+ 2.0
New Haven.....	25	41.8 41.1	23	51.7 51.0	7	6.5 7.9	25	+ 2.2
Portland, Maine.....	16	27.6 28.3	16	65.2 62.5	4	7.2 9.2	16	+ 1.0
Providence.....	8	50.1 49.1	8	45.2 46.1	2	4.7 4.8	8	+ 1.9
Springfield, Mass.....	25	35.2 34.2	24	52.0 52.7	10	12.8 13.1	25	+ 5.0
Total, New England.....	131	47.9 46.6	127	46.3 46.6	40	5.8 6.8	131	+ 2.4
Buffalo.....	19	48.9 47.7	18	38.7 40.0	5	12.4 12.3	19	+ 5.3
New York.....	86	43.0 41.3	82	46.7 47.1	12	10.3 11.6	86	+ 9
Philadelphia.....	56	36.7 34.4	49	50.7 50.9	19	12.6 14.7	56	+ 3.9
Pittsburgh.....	37	33.2 33.0	35	47.2 47.2	10	19.6 19.8	37	+ 7.3
Rochester.....	19	41.6 40.8	17	43.9 43.6	11	14.5 15.6	19	+ 6.6
Total, Middle Atlantic.....	243	40.3 38.8	224	46.9 47.2	66	12.8 14.0	243	+ 3.5
Chicago.....	46	56.6 53.7	39	36.3 38.3	14	7.1 8.0	46	+ 5.5
Cleveland.....	51	49.1 47.9	44	40.4 41.3	18	10.5 10.8	51	+ 5.1
Detroit.....	57	50.8 49.9	51	39.2 39.8	17	10.0 10.3	57	+14.4
Indianapolis.....	28	48.2 45.6	25	40.1 40.9	7	11.7 13.5	28	+ 6.5
Milwaukee.....	35	47.6 45.0	33	46.7 48.7	12	5.7 6.3	35	+ 8.8
Toledo.....	20	38.7 34.8	16	47.1 48.2	10	14.2 17.0	20	+ 7.0
Total, East North Central.....	309	50.7 48.7	275	40.0 41.3	98	9.3 10.0	309	+ 8.3
Duluth.....	10	38.2 36.8	10	58.7 60.1	3	3.1 3.1	10	+ 7.1
Kansas City.....	25	40.9 40.1	24	48.8 49.8	7	10.3 10.1	25	+ 3.8
Minneapolis.....	30	40.2 35.8	30	38.5 35.6	7	21.3 28.6	30	+20.4
St. Louis.....	34	53.7 52.0	30	37.0 37.8	13	9.3 10.2	34	+ 2.0
St. Paul.....	15	37.0 34.2	14	54.5 54.1	4	8.5 11.7	15	+11.9
Total, West North Central.....	201	45.0 42.8	191	44.1 44.6	55	10.9 12.6	201	+ 7.0
Atlanta.....	19	28.7 26.4	17	54.2 53.8	7	17.1 19.8	19	+ 7.1
Baltimore.....	20	35.7 35.3	18	36.2 35.2	7	28.1 29.5	20	+ 7.9
Charleston, S. C.....	12	28.6 22.9	10	45.4 36.6	5	28.0 40.5	12	+30.0
Charleston, W. Va.....	11	37.4 34.7	10	52.5 54.4	3	10.1 10.9	11	+ 7.5
Charlotte.....	9	65.2 64.9	9	24.4 26.9	1	10.4 8.2	9	- 7
Huntington.....	10	36.9 36.6	8	44.7 45.4	5	18.4 18.0	10	- 6.8
Jacksonville.....	16	33.6 31.4	13	40.6 43.1	7	25.8 25.5	16	+ 6.8
Richmond.....	21	40.8 39.2	18	54.1 54.7	8	5.1 6.1	21	+ 8.0
Washington, D. C.....	28	40.1 38.9	24	50.6 50.5	11	9.3 10.6	28	+12.3
Wheeling.....	13	50.6 46.0	12	30.0 28.7	4	19.4 25.3	13	+19.2
Wilmington.....	13	21.3 24.3	12	67.3 62.3	2	11.4 13.4	13	+14.1
Total, South Atlantic.....	182	37.9 36.5	160	47.1 46.8	63	15.0 16.7	182	+ 9.4
Birmingham.....	24	46.1 43.5	19	38.6 39.5	7	15.3 17.0	24	+ 8.1
Knoxville.....	14	31.5 30.3	11	49.8 51.3	7	18.7 18.4	14	+ 7.9
Louisville.....	33	28.6 27.6	31	60.3 62.1	9	11.1 10.3	33	+ 5.6
Memphis.....	23	39.4 37.1	20	44.8 45.7	9	15.8 17.2	23	+ 3.1
Total, East South Central.....	116	34.2 32.7	99	51.6 52.7	39	14.2 14.6	116	+ 6.4
New Orleans.....	22	45.4 43.5	20	47.4 48.1	5	7.2 8.4	22	+ 9.1
Total, West South Central.....	93	36.4 34.5	78	51.0 51.7	35	12.6 13.8	93	+ 9.4
Butte.....	8	18.9 13.6	7	78.8 84.6	2	2.3 1.8	8	+77.6
Denver.....	15	31.4 30.0	12	60.9 61.8	8	7.7 8.2	15	+10.8
Salt Lake City.....	15	45.4 44.4	13	45.0 45.6	4	9.6 10.0	15	+11.4
Total, Mountain.....	55	34.8 32.1	46	58.3 60.8	18	6.9 6.1	55	+17.9

<sup>1</sup> Figures presented for only those cities having 8 or more kinds of stores reporting.

<sup>2</sup> Includes a few stores selling only on a credit basis and others having cash sales too negligible to report.

## Square D Introduces Inexpensive Circuit-Breaker

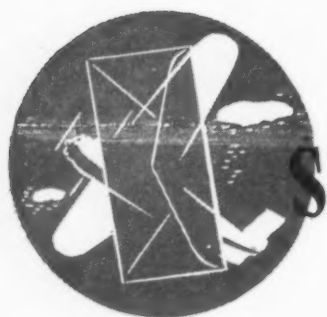
Automatic circuit-breakers have been in use in industrial plants for several years, but their high initial cost has placed them beyond the reach of the modest home owner. Now Square D Co., electrical equipment manufacturers, Detroit, has developed such a device to sell at a low price; so low that its numerous advantages will pay for it within a short time, they claim.

The Square D "Multi-breaker," as it is called, is housed in a small box, faced with an ornamental panel, and may be mounted in or on the wall in any part of the house. It is as simple to operate as an electric light switch. It never gets out of order and no replacements are required. When a circuit becomes overloaded, a switch is tripped; when the overload is removed, the householder merely closes the switch again and his current is on.

The new device is being introduced through Square D distributors, who sell to contractors and central stations.

Promotional material includes a visual presentation book for salesmen, five display trunks containing samples and literature to be used as exhibits in distributors' stores, hotel room displays, and elsewhere, counter displays for distributors and contractors, envelope stuffers and folders with consumer appeal.

The advertising schedule includes two full pages in color in *Time* and two two-thirds black and white pages in the same publication, and about four insertions each of full-page color and bleed ads in *Electrical Wholesaling*, *Electrical Contracting*, *Electrical World*, *Electrical South*, *Electrical West*, and *Architectural Forum*.



# SALES LETTERS

BY MAXWELL DROKE

## Prospects Don't Care a Groan in Gehenna for You, But—

For more years than it is restful to remember, I have been haranguing upon the theme that we should look upon our prospects as *individuals*, rather than as *intangibles*. Our messages lack the personal touch, because we cannot quite shake off the recollection that we are writing a "form" letter. True, that letter may be multiplied a hundred thousand times, yet remember that each copy will be read by *only one individual at a time*.

This point is indeed well emphasized by our friend, Phil Mann, in a recent issue of his *York Trade Composer*. Says Phil:

"The modern tendency to treat prospective customers *en bulk* loses a lot of its glamour when you pause to consider the prospect as an *individual*.

"To himself, the prospect is the most important person in the world. . . . He cares nothing about you personally, the size



Maxwell Droke

of your establishment or the workings of your complex organization. He buys only to gratify a need—and his final opinion is determined by whether what he buys does the job.

"He has his working hours, home life, family, good times, hard luck, hay fever, sore feet—even as you and I. He has his pet likes and dislikes, his joys, sorrows. He has his own little world, and he is King!

"So, when you bid for his business, remember to treat him with respect. Tell him what he wants to know; the facts as they apply to *him*. Tell them briefly, clearly and attractively. Don't—whatever you do—try to horn-swoggle him. He may have the average mind of a ten-year-old, but like children of that age, he can raise considerable of a rumpus if he doesn't get what he wants."

## Handling Abstract Subjects Effectively Is a Tough Job

To write engagingly of such abstract qualities as service, dependability and accuracy is always something of a chore. I greatly admire the chap who can score on such an assignment. That's why I like this letter, used by the Stadium Pharmacy, of Washington, D. C. It breathes a spirit of professional competency that will, I am sure, favorably impress the physicians of the District of Columbia:

"Dear Doctor:

"The clip attached to this letter weighs

exactly 11½ grains. It was weighed by the writer.

"The weight was checked by M. T. F. Nusbickel, another of our registered pharmacists.

"I realize, of course, that the weight of a paper clip is of no importance to you. But it is most important to you that the same scales with which I weighed this clip with utmost precision are capable of weighing just as accurately every ingredient in any prescription you may write for one of your patients tomorrow.

"And the double-check of the weight by Mr. Nusbickel is illustrative of the care which we always take in compounding every prescription entrusted to us.

"We pride ourselves on the scientific accuracy of our equipment, as well as the care we exercise in filling every prescription.

"We are likewise proud of the completeness of our stock of prescription chemicals—all supplied by recognized manufacturers, all unvaryingly fresh and potent. You will be interested in knowing of some of the new products we are stocking, one of which is described in the enclosed folder.

"Meanwhile, if there is any product which you want to prescribe, and which we do not now carry, you have but to remind us and we will promptly obtain it."

## Horrible Example Number 1 of Putrid Sales Reasoning:

In this Political Year, we present a candidate of our own. For the dubious honor of being voted the Worst Sales Letter of the Year, we respectfully invite your attention to an extract from an atrociously printed form, designed to sell cosmetics to women:

"Having had no response to my last letter, I am wondering if you realize the importance of Dr. Blank's standing in the field of dermatology, and that this is the first time this great scientist's secret formulas and methods have been offered to the public for general use. Think of what this means to you, to be in a position to avail yourself of these previously great secrets (sic) at such a little investment on your part."

And, believe it or not, the letter is

## Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

signed, "Lady——", "Secretary"!

Here is displayed all of the verve, personality and subtle charm of a deceased and salted mackerel. How the writer could ever hope to sell a product to enhance personal attractiveness with such an appeal is beyond me. The faults of this letter are obvious. The proper procedure should, it seems to me, be equally plain.

If the eminent Dr. Blank really has any outstanding accomplishments to his credit, this letter should tell in detail what the Great Man has accomplished; should dwell upon the magic sorcery of his methods, the amazing effectiveness of his treatments. Then, when the reader feels that she would willingly hock next week's pay check for a consultation with the Great Banisher of Blemishes, point out that she need not pay the usual fee of \$25—no, not even *half* that sum, but only the insignificant sum of \$1.98, for the complete treatment, under a money-back guarantee.

Most of us, badgering our brains for a new and effective way to say "Please Remit!" will look with more than a little envy upon the publisher of a certain trade directory. His order form reads: "Please send check with your order. We have no bookkeeping department and (thank goodness!) no collection problem."

## This Guy Is Politely Insistent, and He'll Get Me Before Long!

For several weeks now, Mr. Chuck Arnold, purveyor of General Tires, has been keeping up a persistent but one-sided correspondence with me. I have not had the honor of meeting Chuck, but we have an interest in common—the really deplorable condition of my automobile tires. A month or more ago, Mr. Arnold began writing me gently but firmly on the subject. And he has kept right at it. Every few days a penny postal bobs up in the mail, and I learn that Chuck has spotted my car, parked hither and yon. And still wearing those sinfully smooth tires. Tsk! Tsk!

But Mr. Arnold is a diplomat, as well as a persistent salesman. Never does he carry his chiding to the point of annoying a prospective customer. His most recent epistle begins on a note of apology, "I don't want to rub it in regarding the smooth tires on your car, but if you really intend to replace them soon, I am sure you would not mind saving some money. Very anxious to get you on Generals. Have other makes too. Am certain tire prices will advance next few days. Will pay extra right now for smooth tires for retreading department. Come in and let me show you how far I'll go. Pay for it as you please."

All of which sounds fair enough. Chuck may be in imminent danger of landing an order!

# *The* **NATIONAL DIRECTORY of ADVERTISERS** *...is vital to sound* **MARKETING** *and* **ADVERTISING**

By means of THE NATIONAL DIRECTORY of ADVERTISERS, the manufacturers, dealers and service companies—reach the RIGHT MAN at the RIGHT TIME and in the RIGHT PLACE . . .

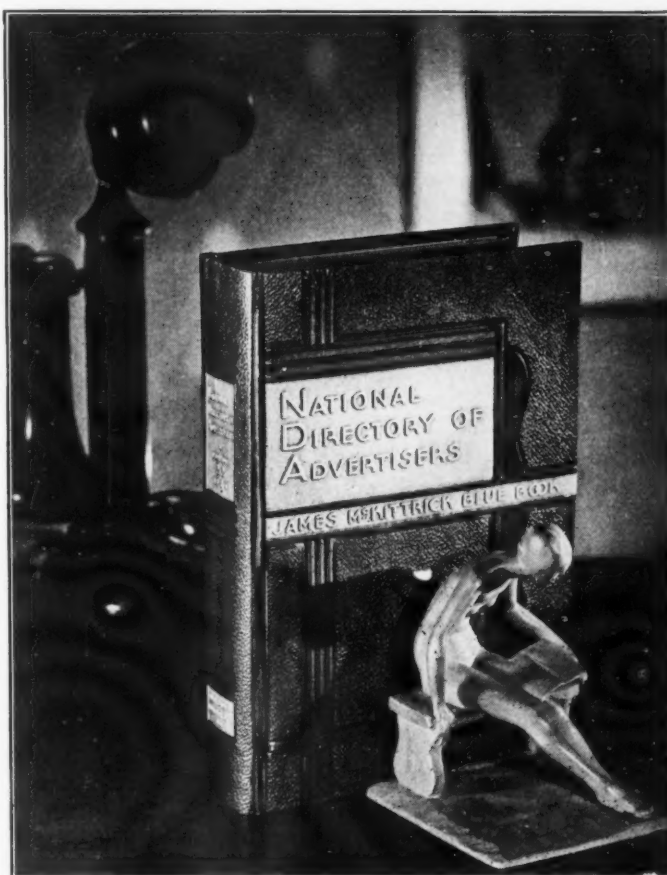
*Don't gamble with your prospects* !

- 9350 National Advertisers, segregated into the following items:

- Name of concern
- Corporate data
- Executive personnel

Chairman of the board  
 President  
 Vice-presidents  
 Treasurer  
 Comptroller  
 Sales Manager  
 Advertising Manager  
 Purchasing Agent

- Agency Handling Accts.  
 Account Executive
- Listing Months
- Media—Appropriations
- Distribution, etc.



*Since* the National Directory of Advertisers brings to you all the vital data necessary . . . to reach your "Active Market" . . . it is unnecessary for you to Gamble with your prospects! Would you like to check your prospect list? We'll send you a 50 page booklet of prospects exactly as they appear in the National Directory of Advertisers, together with "Spot Selling" telling how to use it—without obligation and without cost.

**THE JAMES MCKITTRICK COMPANY, Inc.**

"THE NATIONAL DIRECTORY OF ADVERTISERS"

200 HUDSON STREET • NEW YORK, N. Y.

TELEPHONES: WALKER 5-6856-7

**MAIL THIS COUPON TODAY!**

THE JAMES MCKITTRICK CO., INC.  
 200 Hudson St., New York, N. Y.

By Mail, Free, send me the 50 pages booklet of prospects exactly as they appear in the National Directory of Advertisers.

NAME \_\_\_\_\_  
 ADDRESS \_\_\_\_\_  
 TITLE \_\_\_\_\_





## MEDIA AND AGENCIES

### Industrial Publications' Gains Mirror Better Business — A Busy Fortnight in the Ad World

#### Capital Goods Papers

The capital goods industries were paralyzed more completely during the depression than the consumer goods industries. But they are gathering momentum now.

Although *Business Week's* "first half round-up" for 1936 showed an increase of 13% from the first half of 1935, for all the various factors in production, trade, prices and income which comprise its index, such basic industries as steel and lumber each showed a gain of 33%, electric power and petroleum production were up 13%, construction up 78%, and machine tool orders up 71%.

All the factors in production, of course, were not uniformly good. Soft coal improved while hard coal declined, and cotton and rayon improved while silk and wool declined. But the average gain for the 16 industrial groups considered was 15%. For the first half of 1935 over the first half of 1934, on the other hand, the average gain in this field was only 10.5%.

One important fact in the comeback of capital goods is that it will tend further to increase expansion in distribution and trade. Another is that it will increase confidence all 'round. And, specifically, in fields like factory and railway and construction equip-

ment, new and better tools and processes probably will aid in lowering production costs and improving products, prices and profits.

Business papers serving basic and capital goods industries generally have reflected in their advertising volume the expansion and increased confidence in their industries. In some instances, as SM found, there has been a close parallel between the growth of advertising in "a Bible of an industry" and the growth of the industry itself.

For the first eight months of 1933 steel production was 15,107,000 gross tons. In the parallel period of 1934, it rose to 19,537,000 gross tons, or about one-third. For the same periods advertising pages of the *Iron Age* climbed more than one-third, from 1,376 to 1,834 pages. In the first eight months of 1935, when gross steel production totaled 21,226,000, *Iron Age* advertising moved forward at an even faster rate, to 2,338 pages. In the first eight months of 1936, however, steel production rose more than one-third, to 29,444,000, while the magazine's advertising climbed 24.5%, to 2,912 pages.

#### Building Figures Up

In the full year 1934 residential building construction rose 1% from 1933 levels. In that year advertising pages in *American Builder*, a Simmons-Boardman publication, increased at a much more rapid rate—about 23%.

In the first half of 1935 as compared with the first half of 1934, residential building gained 58%. In the same period advertising in *American Builder* rose slightly more than 50%. In the first half of 1936, residential building climbed 61% and advertising in this publication was up nearly two-thirds.

If you like to be specific the following figures in pages (each for eight months) may tell you almost as well as building data what has happened to residential construction in these four years: 1933, 177 1/8 pages; 1934, 216 1/4 pages; 1935, 347 1/2, and 1936, 561 1/4.

Railway carloadings in this four-year period have improved more slowly. They have ranged from 2% below to 9% up, for each year. The advertising volume increase of *Railway Age*, another Simmons-Boardman publication, has not therefore been proportionate with that of *American Builder*. Reflecting increased confidence of railway men and larger equipment purchases (after a period of two or three years when the railways were almost "out of the market"), the totals for *Railway Age* for the first eight months each of 1933, 1934, 1935 and 1936 were, respectively, 1023, 1160, 1270 and 1340. This was an increase of one-third in volume in four years.

Carloadings this year have expanded more rapidly. Perhaps advertising in the last three years has played a part in it.

A somewhat similar situation obtained in *Marine Engineering & Shipping Review*, also a Simmons-Boardman publication. The increase over the four years (eight months

for each only included), however, was nearly 50%, from 234 pages in 1933 to 340 pages in 1936.

On the other hand, executives of McGraw-Hill, publishing 23 industrial, trade and business papers, were inclined to doubt whether any close parallel between business conditions in certain fields and advertising volumes of publications serving them could be established. Changes in publishing periods (from weekly to fortnightly, for example), changes in management, "internal problems," they thought, all affected the situation.

Coal production has been slightly "off" for several years, they pointed out, but the advertising volume of *Coal Age* is improving. Then there are other papers in which the advertising is not quite abreast of the industry. In *Electrical Contracting*, however, they found a parallel with the revival in home building. Its volume has increased about 75% this year.

Advertising volume of all McGraw-Hill publications has improved more rapidly than has business in general. It gained 24% in the year 1934 over 1933; 16% in 1935 over 1934, and 24% in the first eight months of 1936 over the parallel period of 1935.

It is interesting to note in this connection that the five McGraw-Hill papers which perhaps are most directly concerned with capital goods, or are more strictly industrial papers, averaged larger increases than those for the entire group. Taking first eight months only, these five—*Factory, Power, American Machinist, Product Engineering* and *Chemical & Metallurgical Engineering*—were up 47.94% in 1934, 16.65% in 1935, and 33.65% in 1936. Although the detailed figures could not be released, each of these papers made a gain in each year. These ranged from 2.12% to 79.14%. The rate of gain for all was less in 1935 than it was in 1934, was more for all in 1936 than 1935, but with one exception was less in 1936 than it had been in 1934. The exception is *American Machinist*.

By and large, it would seem that industrial papers not only are reflecting business expansion in their fields but are helping to lay the groundwork for more business to come.

#### Magazine Within a Magazine

*Architectural Record* takes an important step forward in its plan, which started last Spring, of centering editorial attention on one type of building construction at a time. Beginning in January it will include a new feature section—"Building Types"—in every issue of *Record*. The new section with contents devoted wholly to a particular building type and carrying advertising that bears directly on that kind of construction, goes not only to all of *Record's* readers but also gets special distribution within its own covers to owners and architects who have currently taken out permits for such buildings. Thus "Building Types" will reach a hand-picked, ready-to-buy market spotted for it by the widespread construction reporting system of the F. W. Dodge Corporation, publisher of *Architectural Record*. M. A. Mikkelsen is editor of *Record* and John M. Williams business manager.

#### Fawcett Personnel Shifts

C. W. Fuller, eastern ad director for Fawcett Publications, has been appointed ad director of the company, in charge of all five offices in New York, Chicago, Los Angeles, San Francisco, and Atlanta. William Cotton, former production manager,

SALES MANAGEMENT



LEADS IN



**HUMAN INTEREST**

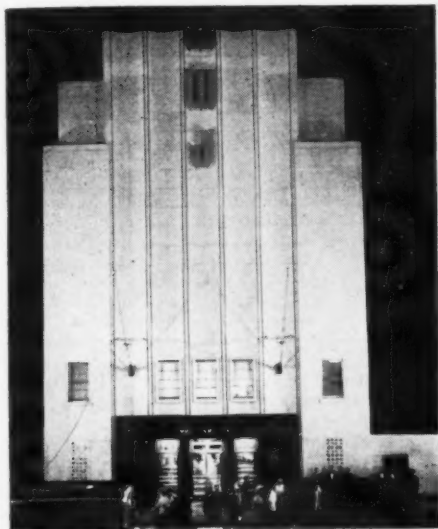
features

SUCH AS

**GOOD WILL COURT**

Sponsored by **CHASE & SANBORN**

is named business manager. Harry Hammond Beall becomes managing editor of Fawcett screen magazines.



It has "floating construction."

### New Studios for WWJ

What is claimed to be the finest regional broadcasting plant in the world was completed September 15, when the Detroit News dedicated the new studio building of its Station, WWJ. This completed a program of modernization, improvement, and expansion which included a new 5,000-watt transmitter, housed in a special new building, completed last May.

The new studios, which will be devoted exclusively to broadcasting, are housed in a distinctive new building on Lafayette Boulevard, directly across from the Detroit News Building, the previous home of WWJ, and are connected with it by a subway beneath the boulevard.

The five-story building is of white limestone and is modernistic throughout. The 70-foot-high facade is relieved above the second floor only by flutings and the ornamental call letters of the station, mounted vertically from the top center to a point about one-third of the way down. In contrast with the white facade is the entrance, framed in black granite and flanked on each side by black art granite plaques, carved by Carl Milles.

The five studios are all furnished and decorated differently in modernistic colors. All are of "floating construction," with walls, ceilings, floors, and even electrical conduits mounted on cushions of felt packing, while the double glass windows through which visitors watch the broadcasts are cushioned in sponge rubber.

The main auditorium studio occupies nearly half the first floor and seats 340 guests. It is finished in silver and two shades of blue, with theater-type seats upholstered in fuchsia frieze. The stage is 44 feet wide. An elaborate lighting system may be controlled from either of two panels. Special equipment includes motorized curtains and motor-operated Kleig light traps. The positions of all curtains and lights can be arranged in advance by a "pre-set" system on the control desk, so that when a master switch is thrown, everything moves into position as planned.

Studios "A" and "B" both have observation rooms for clients and guests to watch the broadcasts, which they hear, however, through loudspeakers. Both are on the third floor.

Most of the lower level is occupied by the Detroit News Home Institute, including an exhibition room, five rooms of a modern home, and a professional test kitchen.

Other sections of or adjuncts to Station WWJ include an ultra-high frequency station—W8XWJ—atop the 47-story Penobscot Building, a news-gathering airplane, and a radio and photographic field car.

Station WWJ has been "on the air" every day, without interruption, since it was first placed in operation, August 20, 1920. It claims to be the oldest station in the country.

To celebrate the opening of the new studios, the News ran a feature story in its Sunday magazine section, several pages of pictures in the rotogravure section, and numerous stories concerning the programs during dedication week, when famous artists from near and far participated in the broadcasts.

### News of Radio

NBC checks the merchandising methods of its clients. In 1931 it found that spotlight newspaper advertisements ranked fifth in the basic methods employed to secure greater audiences and sell more goods. Last year, among 194 NBC clients sponsoring 227 network programs, the spotlight ad had risen to top position. It is estimated that about 70% of the listening audience habitually turn to the newspaper page for guidance in selecting the evening's entertainment. Since radio programs are shows, they deserve as much ballyhoo as any movie or Broadway production. . . . Station KYW, Philadelphia, owned by the Westinghouse Electric & Manufacturing Co., has filed an application with the Federal Communications Commission for permission to increase its power to 50,000 watts. It is an NBC red network outlet. . . . The Mutual Broadcasting System has issued a new rate card which shows in

# 63%

of Harpers Magazine  
subscribers have incomes  
of \$5,000 and over •

Your advertisement in Harpers Magazine will reach the men and women who are leaders in influence and buying power in their communities. They are the pioneers in accepting new products and new ideas; they set the standards which others follow.

The versatile page size permits the use of Standard or Flat Size plates. Flat Sized plates, 7 x 10<sup>3</sup>/<sub>16</sub> can be run as bleeds at 10% additional cost. No need for special plates.

Harpers Magazine has the lowest rate for Black and White or Color, per page per thousand, in the Class and Quality field.





#### THE CONTINENT'S UNDER YOUR THUMB

BUSINESS is making the sky the limit. Every day 1000 American firms are profiting by sending their shipments "Air Express."

There's a reason for it: Nation-wide, super-speed Air Express puts the continent under your thumb. You can reach directly overnight 215 key cities in the United States and Canada—and 32 Latin-American countries by the fastest route obtainable. Then, by quick transfer of shipments to dependable Railway Express and its 23,000 offices along all the principal railroad lines, your goods can reach practically any consignee in the Americas. Many in a few hours, and all at astonishingly economical rates.

For service and information phone any Railway Express office.

# AIR EXPRESS

DIVISION  
RAILWAY EXPRESS AGENCY

## AVAILABLE— AN EXPERIENCED EXECUTIVE!

#### RECORD—

As manager of promotion—sales—advertising—and as administrative executive. Protestant—young enough to create ideas and see them through—old enough to avoid the "holes"—a good organization man—engenders confidence—breeds enthusiasm—facile writer—forceful speaker.

#### ADEPT—

Coordination of production, marketing and financing—preparation of budgets and schedules, and their keeping.

#### WANTS—

An executive opportunity in organization geared to properly take full advantage of uptrend.

#### INVITES—

Confidential and frank correspondence regarding definite proposition—principals only.

#### ADDRESS

"E.E."

SALES MANAGEMENT

420 Lexington Avenue,  
New York, N. Y.

pictorial form the growth in its coverage. Its line of stations now stretches from Boston to Los Angeles with other lines reaching out to such cities as Kansas City, St. Louis, Nashville, Cincinnati, Washington and Philadelphia. . . . Effective today, Station WHIO, Dayton, Ohio, becomes a member of the basic optional group of Columbia Broadcasting System. The station is under the same ownership as the Dayton Daily News and Springfield News and Sun.

#### Sundberg to Branham

C. H. Sundberg, for many years assistant manager of the recently dissolved Major Market Newspapers, Inc., has joined the Branham Co., newspaper representatives. Prior to his association with Major Market newspapers, he was advertising manager and western sales representative of Altorfer Bros., Peoria, washing machine manufacturers, and prior to that, branch house advertising representative for International Harvester Co. With the newspaper association, he was in charge of research work on markets and marketing.



C. H. Sundberg

#### Parents' Tenth Anniversary

This month, *Parents* magazine celebrates its tenth anniversary with the largest issue ever published, containing 41% more advertising volume than the issue of last October.

Starting in 1927 with 65,000 circulation, it is now up to the 370,000 mark. According to Publishers' Information Bureau, it is the only magazine in America that has shown an annual gain in advertising revenue for each of the past ten years.

The magazine has established a Merchandising Bureau under the direction of Eve Bennet, formerly head of the Children's Division of the Associated Merchandising Corporation.

#### National Biscuit Uses Four-color News Print

Last month the National Biscuit Company became the first advertiser to make use of newsprint color advertising, employing the full four colors now available daily and Sunday in the *Chicago Tribune*.

Four colors have been used by the *Tribune* for editorial feature purposes since April this year, but only recently were made available to advertisers. Newsprint color advertising, incidentally, is showing big gains this year. During the first eight months, the *Chicago Tribune* printed 105 pages of newsprint color, which is not only a gain of 50% over last year, but a new high mark for the period.

#### These Make Their Bow

With times becoming markedly better, there is a decided increase in the number of advertising agencies and counseling organizations. Cory Snow, H. Nelson Bennett and Royal Leith have hung up the shingle of Bennett & Snow, Advertising, 177 State Street, Boston. . . . Arthur F. Rodriguez has opened offices in the Chrysler Building, New York, as an expert on sales promotion. . . . Headed by three well-known Texas advertising men, announcement is made of a new agency, Wyatt,

Aniol & Auld, with offices in the South Texas Bank Building, San Antonio. . . . Three well-known New York advertising and marketing men have formed the sales engineering firm of Ryan, Leach & Goode, consisting of Paul Ryan, who was for eight years with the Shell Petroleum Corporation; Porter F. Leach, for the last ten years vice-president and merchandising manager of Outdoor Advertising Agency of America, Inc., and Kenneth M. Goode, who has pioneered for years in the field of tested advertising, and is the author of nine books and innumerable magazine articles. . . . Lester W. Cole, long identified with prominent advertising accounts in the South, has formed his own agency to operate under the name of Cole & Co., with offices in the Sterick Building, Memphis.

#### Media Men

Howard Parish, business manager of the Washington *Daily News*, announces the appointment of Merrill Lord as advertising director. . . . Paul C. Trimble, general manager of the *National Cleaner & Dyer*, New York, offers \$1,000 as a prize through his magazine to the man who discovers a solution for the removal of tannin stains, those annoying yellowish-brown spots on clothing which the cleaning industry is unable to remove. . . . Dana Carroll has joined the sales staff of his father, Dan A. Carroll, publishers' representative, New York. Until recently he was connected with the advertising department of the Washington *Star* and Indianapolis *News*. . . . The *American Architect* and *Architecture* announces the following staff appointments: Walter Sanders, for six years a member of the faculty of the School of Architecture at Columbia University, and more recently with the architectural firm of Hood and Fouilloux, has been appointed associate editor. Robert M. Craghead, formerly with *Pencil Points* and *Architect*.  
(Continued on page 519)



A couple of issues back we had a little story headed "Man Bites Dog." It concerned a radio man who was starting a newspaper as a supplementary medium. Here he is: James R. Curtis, president, KFRO, Longview, Texas. It turns out that he is a dog lover and has never bitten one. The St. Bernard is named "Curtis' Radio."

SALES MANAGEMENT



## Frosted Foods Start Newspaper Campaign after Seven Years

One of the last of a rapid series of acquisitions by General Foods Corp., before the "crash" of 1929, was Birds Eye Frosted Foods. As the story of it went, Clarence Birdseye and Bassett Jones, who developed the process, walked into a meeting with General Foods and came out with several million dollars.

The GF people started to apply it to various perishables—fruit, vegetables, poultry, meat and seafood—and began an intensive publicity drive to change the nation's eating habits. Fruits and vegetables, for example, would reach the consumer's table, thousands of miles and several months away from the place and period of harvesting, in a condition virtually "fresh."

### Employ Selective Distribution

But Frosted Foods Co., Inc., GF division, had to compete not only with fresh produce in season but with canned foods the year 'round. Of necessity, the price of Frosted Foods averaged a bit higher. They also required refrigerated display cases. Whatever their merits, sales development was slow.

It has proceeded consistently, however, for seven years at the rate of about 50% a year. When new markets were entered newspaper advertising was employed—sometimes in cooperation with dealers. Advertising to hotels, restaurants, hospitals and other "institutions" also has been run. The only regular consumer advertising, however, has been in the *New Yorker* magazine.

The necessity of limiting distribution primarily to "quality" grocery stores and to institutions made consistent consumer advertising impracticable until a lot of gaps were filled. For instance, Frosted Foods were being sold in a number of Westchester County outlets, just north of New York City, before the city itself was hardly "scratched."

By this year, however, in addition to getting distribution through institutions nationally, Frosted Foods are being sold in about 1,300 stores in New England, New York State, New Jersey, Pennsylvania, Maryland, and the District of Columbia. About 300 of them are in the New York metropolitan area.

About September 15, in the New

York *Sun* and *World-Telegram*, Frosted Foods Co. began its first newspaper campaign there. The complete list and program have not been completed, but the series on the "sealed-in freshness" of these foods will run through the Fall. *New Yorker* will continue to be scheduled, and newspaper campaigns will run in Newark,

Boston, Rochester and Philadelphia. Young & Rubicam is agency.

Donald Barr, advertising manager for these products, has pointed out that distribution in the New York area has doubled in the last year. The consumer advertising, he expected, would help to speed up the distribution program.



[ "WHAT DOES THE MONITOR SAY?" ]

## A Newspaper that Rides No Bandwagon

For dependable news of issues and candidates, policies and parties, thousands of alert, intelligent readers—including statesmen, legislators, and ordinary citizens—look to *The Christian Science Monitor*. It rides no band wagon. Its comments are without partisan bias. It brings light, but not heat, to political discussion!

For dependable news of products and services, *Monitor* readers look to its advertising columns, and prove their confidence by their active response.

## THE CHRISTIAN SCIENCE MONITOR

Published by The Christian Science Publishing Society, Boston, Massachusetts

NEW YORK OFFICE—500 FIFTH AVENUE

OTHER BRANCH OFFICES: Chicago, Detroit, St. Louis, Kansas City, San Francisco, Los Angeles, Seattle, Miami, London, Paris, Geneva

A DAILY NEWSPAPER FOR ALL THE FAMILY

TORONTO  
MONTREAL  
WINNIPEG  
LONDON, Eng.

**GIBBONS KNOWS CANADA**

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA  
CALGARY  
EDMONTON  
VANCOUVER



FOR BUSINESS OR PLEASURE • Travelers gather at The Stevens assured of gracious hospitalities and superlative service because its management cares.

## THE STEVENS

ROOMS WITH BATH  
FROM \$2.50

WORLD'S LARGEST HOTEL  
CHICAGO

OTTO K. EITEL  
GEN. MANAGER

**YOUR CLOTHES FOR FALL**

are most important. May we invite you to most courteously inspect our new Fall fabrics; magnificent in color and design which are now on display.

The finest of custom tailored workmanship at most economical prices. Business suits start at only

**EIGHTY-FIVE DOLLARS**

The telephone is BRyant 9-7495. An appointment will be made at your convenience.

**SHOTLAND AND SHOTLAND**  
574 FIFTH AVENUE, NEW YORK

## How to Price Goods Under the Patman Act

(Continued from page 457)

sibly, allowances in reasonable amounts if he expects to continue sales to chains, semi-chains, voluntaries, and other large operators. Using his cost accounting and business judgment, he must work out some system whereby the big purchaser buys at lowest prices. The big retailers will continue to demand special treatment in accordance with their size.

### No Exact Definition Yet

The wording of the Robinson-Patman bill is such that no single interpretation is possible. Due to constitutional doubts concerning the act itself and on account of the Federal Trade Commission's own public statements, there is little likelihood that the Commission will prosecute any concern whose discount system is reasonable, i.e., is based upon cost accounting and standard business practice. As decisions appear, discount systems must be adjusted to comply, yet there seems little justification for the general uproar of the last three months.

(c) The manufacturer's cost accounting, in the third place, must show what size retailer has yielded the best profits in the past. Guessing falls flat under the new situation. The price structure must be geared to that size of order. The wide range of discounts of the past is impossible and illegal. Safety demands a narrow range of price differentials.

If the independent dealer proves to be the best outlet, the basic quantity might well be one dozen items with corresponding prices. Discounts for greater quantities, under the new law, would be limited. Little appeal would be made to Liggett, or Macy, or Sears, or Kroger by this price structure.

In case small voluntary chains, single department stores, jobbers, or other outlets of medium size, are the profit makers, a much larger quantity might well be the unit. Although discounts on this base would shade away above the normal quantity and prices rise for all smaller orders, the basic size of order and the basic discount would appeal most to the selected group of outlets.

Where the giants of retailing are the profit providers, the minimum order might be some such lot as the carload or even a greater amount. The price would correspond. For safety, it might be wise to sell no smaller quantities and to have very small discounts for larger amounts. (In choosing this

SALES MANAGEMENT



solution, however, it must always be remembered that the loss of one or two syndicates may cause bankruptcy.)

To build a price structure for goods upon the size of retailers may sound irrational. It is not. It is but a logical step. The depression has forced business men to distinguish the "worth-while" outlet from the "worthless." Successful manufacturers have found best results in classifying their retailers roughly into three groupings: "Best" or "Preferred," "Good," and "Average." Their sales effort is carefully apportioned to the varying importance of these three groups. Now, under the urge of the law, it may be wise to price the goods on the same basis.

### Private Brand Boom

When the manufacturer's prices are revised according to size of outlet, the first goods to feel severe pressure will be those items with a pricing which favors the smaller type of retailer. This pricing means, in the end, that there is no distinct buying advantage to the big outlet. The large operator will retaliate or defend himself by private brands.

Private brands, more than ever before, will be produced by manufacturers catering to large buyers only. The makers of national brands, in some cases at least, will then also fabricate private brands. This may cause the splitting up of the parent manufacturing company into three parts i.e. one for production, one for national brand sales, one for private brand sales. Only in this way does it seem possible to segregate effectively the costs involved under modern accounting technique.

The problem created by the Robinson-Patman bill is one of price structure. The manufacturer must now know his costs; he must set up a "reasonable" system of discounts; he must prove what type of dealer yields best profits, and aim his price structure at this type of outlet. These three requirements converge into a single item: The pricing of goods. A correct price structure is not only safe under the new laws, but it is the simplest way to steer through the complexities of new conditions towards profits.

### Mentholed Handkerchiefs

Sitroux Co., maker of paper sanitary products, introduces a mentholated tissue handkerchief, "Sitroux-Aids." They are, of course, especially recommended for people with colds. Distribution is through syndicate stores. Advertising is to appear in *This Week*, *The American Weekly* and over station WOR, with other media yet to be announced. Franklin Bruck, agency.

OCTOBER 1, 1936

## ADVERTISERS HIT OIL, TOO!



### OIL ADDS MILLIONS OF DOLLARS TO MICHIGAN INCOME EVERY YEAR

Automobiles and oil have always gone together, but Michigan never cashed on both until recently. Today, oil and gasoline add millions of dollars annually to Michigan's already large income.

Newspaper advertisers who want to reach this prosperous Michigan market, use Booth Newspapers. Experience has taught them that there is no alternative. There is no substitute for Booth coverage. To reach the eight key cities of Michigan, outside of Detroit, you must use Booth newspapers.


Ask for valuable marketing data pertaining to your product.

#### In Ann Arbor, It's the News

More copies of the Ann Arbor News are sold daily than there are families in the city. 75% of all families within a 20-mile radius are subscribers.

A. B. C.—10,967

New York, I. A. Klein, 50 East 42nd Street  
Chicago, John E. Lutz, 180 North Michigan Avenue



## BOOTH Newspapers

THE GRAND RAPIDS PRESS • THE FLINT JOURNAL • THE SAGINAW DAILY NEWS • THE KALAMAZOO GAZETTE  
JACKSON CITIZEN PATRIOT • THE BAY CITY TIMES • THE MUSKEGON CHRONICLE • THE ANN ARBOR DAILY NEWS

## WANTED

### Operations Analyst

BY "operations analyst" we mean a man with the training to study branch office distributor and jobber operations and procedure with the objective of determining ways and means to improve operating efficiency and profits. Such studies will cover inventory control, credit policies, trucking and delivery service, market coverage, merchandising methods, etc. This man must be between 25 and 35 years old, a college graduate, and a practical merchandising engineer — with worth-while practical experience. He is wanted by a large company located in the Middle-West selling in national markets. If interested—send full and complete details, together with a snap-shot picture, to Box X-2, Sales Management, 420 Lexington Ave., New York, N. Y.

*If* you want to help your salesmen get larger orders and more of them

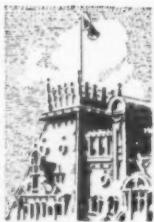
*If* you want to build up your salesmen's morale—and enable them to talk more intelligently to their prospects about current business conditions

*If* you are not familiar with McGraw-Hill's new Business Outlook Service for salesmen

*Then* the enclosed coupon will bring you details of one of the best dividend-paying investments you ever made. Fill it in and mail it—NOW!

Business Outlook Service  
c/o McGraw-Hill Pub. Co., Inc.  
330 West 42nd St., New York, N. Y.  
Send details of your new Business Outlook Service to  
Name .....  
Address .....  
City ..... State .....  
Company .....  
Position .....  
SM 9-15





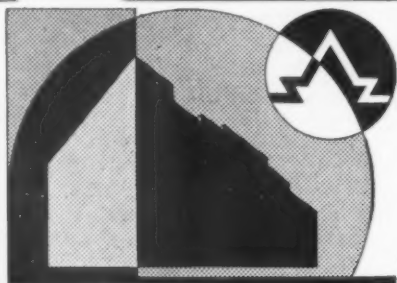
## ★ DISTINGUISHED

... Modern in every department of its service, yet never unmindful of the fine traditions that have made it One of the Few Famous Hotels in America.

Rates begin at \$5.50

## BELLEVUE STRATFORD

Claude H. Bennett, Gen. Mgr.  
PHILADELPHIA



## Bismarck

### HOTEL *chicago*

**JUST** around the corner from everything in downtown Chicago. You will appreciate the time saving convenience as well as the home-like comforts of this hotel.

Write for booklet and map of downtown Chicago

KNOWN FOR GOOD FOOD

# I'm Fed Up with You Haughty, High-Handed Reception Girls!

(Continued from page 458)

greet him." Then I told him of my reception.

"Thanks," he replied. "I'll stop that sort of thing. It is one of my bugs. I've been driven nuts plenty by that sort of thing in offices myself."

One day I called the president of a wholesale house, gave my name, my business connection, and asked to speak to him. The girl simply said: "He wouldn't be interested in your proposition."

That was the day I blew my top completely. With my fingers filled with graying hair I screamed:

"Were you employed to turn down propositions that you don't know a damned thing about! Are you your boss' manager or what? If he's in give him to me—and quick."

Yes, sir, I got him.

Chicago is my beat. The Furniture Mart building is one of the hardest castles to get into in the entire village. There may be some reason for this. To get by the policemen on guard one must visit a desk and pass an examination.

## Snapping the Red Tape

One day I called and asked for a pass to visit a certain sales manager. The man at the desk smiled a smile of pure beatification.

"Walk right in," he said. "Anybody who wants to see him sees him. The red tape's off for him."

I came to his showrooms. A young lady, without delay or question, said:

"Right down the aisle. He's in his office. Walk right in."

There was welcome in her manner and joy in her smile. I went, treading air. I had never met this man before. I extended my hand and said:

"Let me congratulate you."

"Why?" he asked.

"It is so refreshing to come into an office not as a suspect but as someone to be welcomed."

Then I explained. He beamed:

"That's why," he replied, "I've had so many tough experiences myself that I'd just about skin an employee who made it hard for anyone to see me on business. I wonder why business people do some of the things they do."

Now all girls are not like that. Some are wonderfully deft in their manner and handle guests in the office with extreme courtesy. I have been

told that there is one large house in the Central West that pays its reception girl, or woman, \$15,000 a year and considers her not too highly recompensed.

I have been told that her memory is such that on second call she never fails to address the visitor by his right name. She always remembers his house and what person he saw on his last visit. She is likely to recall to his mind some bit of conversation or some incident, and makes every man feel as if he were a special case for friendliness.

Customers, it is said, feel very kindly towards her and she is credited with helping to hold much important business. She has in reality become a first-class salesman for the house.

## They're Not All Dumb Doras

Many girls realize that they are employed to dispatch business swiftly, to assist and welcome the caller, and that every man is to be considered the carrier of potential business until proved otherwise. For all such I have respect and esteem.

I was discussing this phase of business with a salesman the other day and he said:

"I've been annoyed and exasperated hundreds of times by over-efficient receptionists. But I don't get angry at the girl. It's the boss I get sore at always. The girl is on the spot. She lets the wrong man through once and the boss raises particular hell with her."

"After that everybody that calls is a suspect. She's going to get his name and his pedigree, ask if he has been vaccinated, examine his teeth, tap him on the chest and make him say 'Ah' and prove that his shoes are shined before she takes the matter up inside. Yes, the employer is the guy I hold my grudge against."

So, perhaps I'm wrong about the girls. Maybe it is the man inside. But something needs overhauling in a lot of offices. Maybe if the boss could disguise himself as a visitor and call at his own office, asking for himself, he'd learn something. Business might be better with numerous houses if they'd watch, carefully, this important contact with the public.

Business *does* walk in sometimes. It isn't smart to rebuff it. To feed it a bit of taffy is the better way.

SALES MANAGEMENT

# —And I'm Tired of Trying to Give You Slick Gate-Crashers a Break!

(Continued from page 460)

any salesmen who make the grade outside get their chances to try to make good inside. They seldom fail.

Since I entertain no sympathy for the person who is ashamed of his job, the meek humiliated soul who takes to selling as a last resort does not find my office exactly an open-sesame. No, this semi-beggar sighingly admits he doesn't expect me or anybody else to buy. In fact, so evident is his attitude of predestined defeat that I often fear if I did purchase from him he might collapse from shock. He totters in embarrassedly and after shuffling miserably at my desk mumbles, "I'm unemployed, trying to make a livin' sellin' first-aid kits, only 25 cents. You probably wouldn't have much use for one, but it would help me out if you'd buy it. No? Well, do you think anybody else in the office would wanna help me out by gittin' one?"

## Value, Not Charity

Just a few weeks later a one-armed, nevertheless extremely capable, salesman convinced me that the identical kit he offered at exactly the same price was essential to a large office such as ours. "Paper cuts, pen point accidents and all other incidental scratches can be quickly and conveniently protected from serious infection by this compact emergency kit." I took the proposition to the senior partner who not only thought the office ought to have one, but also bought two for personal use, one to be put in each of his automobiles.

To the woman who tries to whip into cream the milk of human kindness by wailing in my office, "Here's some home-made fudge I fixed myself. I'm a sick woman and the sole support of four small children," I appear adamant. Whereas to the eager little boy, "Candy, Miss? Fresh, five-cent bars. Try one and see for yourself," I seem an easy mark.

Perhaps I may be an uncharitable person, but I do not want candy made by the ailing, nor do the tears well up for anyone who uses selling as an introduction to alms asking. To those who are humiliated by their jobs and who degrade salesmanship to a status little above mendicancy, I am the hard-boiled girl who sits outside. If I were for a moment foolish enough to purchase only half of the wares of the Heart String Pullers, I would every

week amass a collection of bobbie pins, cheap perfume, nail files, monogrammed stationery, needles and books of knowledge.

## Some Fakers Do Get By

Salesmen do put one over on me occasionally. The meanest deception was practiced this Spring. In February of this year Mr. White's father, a remarkable old man who at 89 came to business in his son's office five days a week, slipped on the pavement in front of his home and died as a result of his injuries. When the news of his accidental death was published in papers from Boston to New York, I had an influx of visitors who wished to convey their condolences to Mr. White. These callers were encouraged and shown every courtesy. They told anecdotes about the old gentleman that were of inestimable value to Mr. White, who is writing his father's biography. Naturally, I became very lenient in my catechism of men who said, "I knew Mr. White's father when he —"

In March a man came in who introduced himself sufficiently, I believed, by saying, "I'd like to see Mr. White about his father."

"You knew him?" I prompted.

"Of course. Is Mr. White busy?"

"He is, but I'll tell him you're here. He'll appreciate your calling so much that he won't keep you waiting."

I notified Mr. White, who said that he would step out immediately. He did so. Imagine my horror when the caller smiled, "Good morning, Mr. White, I represent the West Granite Co. I wonder if you'd be interested in going over some stones with me for your father. I have here an illustrated —"

He is indeed a poor salesman who fears I shall find out that he is selling, for if he cooperates honestly with me, although I am nothing more than the girl who sits outside, I will play hostess and introduce him to the best sales opportunities I know. If, however, he tries to put one over on me, I can be Charybdis and Scylla, even though I am only the girl outside.

S. J. Garahan has been appointed manager of sales of the General Electric Co. cable section. He has been with the company since 1904. R. G. Bellezza, whom he succeeds, goes to Locke Insulator Corp., Baltimore, as v.-p. and s.m.

Du Pont

National Dairy Products

Revere Copper and Brass

American Petroleum  
Industries

General Foods

General Motors

Experiences of the above and a number of other leading companies with consumer research are described in a 44-page brochure entitled.

Necessary Conditions for  
Full Employment at High  
Real Wages

by Warren M. Persons,  
Consulting Economist

Here is a real opportunity to find out how leading concerns are handling their problems of consumer research, how much money they are spending for it, and what results they are getting.

This monograph is yours with a year's subscription to MARKET RESEARCH.

MARKET RESEARCH  
Rockefeller Center, New York

Please send me "Necessary Conditions for Full Employment at High Real Wages" and one year's subscription to MARKET RESEARCH.

I enclose \$1.. Bill me for \$1.. (Foreign, \$2)

Name .....

Address .....

Business Connection .....



## Political Copy

Editor, SALES MANAGEMENT:

The average political advertisement has the originality of a page from the telephone book, the flavor and zest of yesterday's cold pancakes. Yet there is no human activity capable of arousing more interest among the mass of the population, none which lends itself more readily to smart interpretation and presentation than a political campaign.

A political campaign is a selling campaign. Why the advertising phase of the political movement has not been more productively handled is hard to say. Why more intelligent use of the white space purchased by political organizations has not been made is something for advertising men and publishers to think about.

But there are exceptions to the rule of dullness in the campaign advertisements, and they stand out the more prominently because of the rule. One such advertisement I have just come across in The

Topeka Daily Capital of August 24.

Looking at this copy with a non-partisan eye, and only as an advertising man, one sees here the elements of good copy—easy reading, a strong local flavor, a direct "me to you" appeal—plus a left-handed slap on the back for the competitor.

Political copy *can* be good copy.

VICTOR HAWKINS,  
Lakewood, Ohio.

## "Good to the Last Drop"

Editor, SALES MANAGEMENT:

In the September 1 issue of SALES MANAGEMENT, I was interested in the paragraph "T. R. Invents a Slogan," referring to the Maxwell House slogan "Good to the Last Drop." I do not question that "the" Roosevelt was responsible for their slogan but a very much similar slogan, in fact a trade mark, had been in use for many years by the Walter Baker Co., Ltd., Dorchester, Mass.

Their export trade mark was an attractive, chubby-faced little girl drinking the last drop out of a cup of cocoa with the title "The Last Drop is as Good as the First." This was adopted by them as their export trade mark in the early 90s as the "La Belle Chocolatiere" had already been registered as a trade mark by a small British manufacturer, the Baker Company having neglected to register it abroad. Also, they were doing considerable export business in Austria. "La Belle Chocolatiere" is a famous picture in the Dresden Galleries and the Austrian Government would not allow its use as a trade mark in that country.

"The Last Drop is as Good as the First" copy was used in the late 90s in a number of publications and I believe that if anyone would take the time to go through the back files of the *Youths' Companion* they would find this advertisement and illustration on the front cover of one of the Annual November Premium numbers.

As far as "The Last Drop is as Good as the First" is concerned, this is a matter of official record and registration will be found in both the British and American trade mark registry.

NELSON PEABODY,  
Advertising Director,  
Open Road for Boys,  
New York.

# AKRON OHIO

IS A

## Free Spending Market

BECAUSE

in 1935, 35,923 workers in our five major rubber tire factories earned an average yearly wage of \$1464. This is \$360 or 32.6% more than the U. S. average yearly wage for industrial workers. 1936 industrial wages in Akron are universally higher.

Complete economical coverage of the alert Akron market is available to the advertiser who concentrates his advertising in the

# AKRON BEACON JOURNAL

Established 1839

One of America's Outstanding Evening Newspapers

REPRESENTED BY STORY, BROOKS & FINLEY



## TOPEKA

is to be

## Congratulated

**NOT** because we are opening our Democratic Headquarters at 720 Kansas Avenue, but because we had so much trouble finding office space, in a suitable location that could be rented.

Four years ago, under Republican prosperity, we had our choice of a number of fine business buildings that were vacant. Topeka should be proud of the change that has taken place during the Roosevelt administration.

Our headquarters are not as large as we desired but we have the only available building in the main business district.

We are very pleased to find so much Democratic sentiment in this part of Kansas. You are cordially invited to come in and get acquainted.

## DEMOCRATIC STATE CENTRAL COMMITTEE

720 Kansas Avenue  
Topeka, Kansas

(Political Advertisement)

"Political copy *can* be good copy"

## That Railroad Survey

Editor, SALES MANAGEMENT:

I do not feel that the report in question truly reflects the service available on the Rock Island Lines, and would appreciate further advice as to how percentages of mention are arrived at.

On the last page I also note quoted remarks "Service given on request, but not anticipated." "Antiquated dining cars."

Rock Island equipment we feel is on a par with any line in the country as far as Pullman equipment, club, observation, dining cars, coaches and chair cars go. All dining cars are air conditioned and of modern design. In like manner, all equip-

SALES MANAGEMENT



ment on all regular through trains is air conditioned.

WALTER W. RODIE,  
*Advertising Agent,*  
Chicago, Rock Island  
and Pacific Railway.  
Chicago.

**Editor, SALES MANAGEMENT:**

We have never seen a survey of this character developed in just this manner before, and find it extremely interesting.

C. J. BIRCHFIELD,  
*General Advertising Manager,*  
Atchison, Topeka and  
Santa Fe Railway Company.

**Editor, SALES MANAGEMENT:**

Good as we believe our service to be, we are constantly striving to improve it, and for that reason I am sure your findings will be read with interest by passenger traffic officials. I feel that if your survey had been made in the Southwest more of those interviewed would have mentioned the Katy favorably, for each month we receive a large number of unsolicited letters praising our service.

J. F. RECTOR,  
*Publicity Director,*  
Missouri-Kansas-Texas Lines.

(The September 1 MRCA-SALES MANAGEMENT survey on what is wrong, and right, with American railroads, brought many letters of comment, inquiry, or protest—and several visitors to the sanctum. Last Friday one railroad official walked in and ordered 20,000 reprints.)

**Kudos to Contributors**

Mr. Saunders Norvell,  
c/o SALES MANAGEMENT,

Dear Mr. Norvell:

I want to thank you for your article appearing in the August 1 issue of SALES MANAGEMENT, "A Job Without Pay That Is the Most Dangerous in Business."

I am certain that this article will be worth much to many executives who have the good fortune of reading it. So far as I am personally concerned, I do not consider my experience, and certainly not my wealth, great enough to have an honor such as mentioned in your article bestowed upon me. However, had such a thing occurred, I no doubt would have been blind with ego and flattery.

The lesson that I have learned from your article is one that will stay with me throughout my career and the man who sells me a directorship certainly will be an excellent salesman, even though the company be sound and operating profitably.

A book entitled "Do's and Don'ts" for the executives, by Saunders Norvell, would be the commercial world's best seller and surely there is no other more eligible than yourself to write such a book. It would be a memorable contribution to the commercial world.

A SOUTHERN SALES EXECUTIVE.

**Editor, SALES MANAGEMENT:**

May I thank you for changing the set-up of "The Scratch Pad"?

The arrangement in your September 15 issue gives that T. Harry Thompson's column a break that it deserves, for it now can be read without the usual left to right shake of the head indicative of "No, no," whereas as far as I'm concerned I would like to say "Yes, yes" in approval.

To my mind this is one of the most sparkling and entertaining bits of business reading that I have come across.

JAMES A. GILMAN,  
*General Promotion Manager,*  
Charis Corporation.



## Actual Photograph\* of Error-Preventer No. 9,673 . . .

As you see her above she is casting her important vote—which in this case means smiling her veto against a certain proposed marketing innovation which is being put up to her by one of our 3,000 (adv't) local field representatives who is at the other end of the wire (not shown in illustration!).

She draws no salary. Yet as Error Preventer No. 9,673 she is worth a lot of money to one of our clients. For what she and 9,999 other housewives thought about the proposition prevented what might have been a disastrous move. And like most of our clients, this one is now more than ever convinced that it is extremely profitable to make consumer surveys first.

This error-preventing-on-a-large-scale is what we sell. Our problem is to convince more business men that, regardless of how smart they may be or how much experience they've had, the odds are against them when they try to guess (expensively), how consumers will react to certain copy, plans, prices or packages.

Perhaps you'll be so kind as to tell us what we must do to convince you.

*\* Of course it's really one of Leon De Vos' studio assistants posing sweetly and trying to look like a housewife!*

HOW BIG COMPANIES  
USE MARKET RESEARCH  
TO INCREASE SALES

Series No. 2

This is the second of a new series of case histories, naming names and showing processes. It ought to give you ideas for your own business. Watch for these offers by series number. There will be more of them. Sent free when requested on your letterhead.

## MARKET RESEARCH CORPORATION OF AMERICA

Formerly Percival White, Inc.,  
and Arnold Research Service, Inc.

Rockefeller Center, New York  
120 S. La Salle St., Chicago

*Prevents those wrong decisions, based on  
faulty facts, which cost you time and money*

## NEW GOOD WILL GIFT SUPREME!



3 PIECE  
POCKET or DESK SET

Items  
Also Sold  
Separately

PROSPECTS will never forget you if you give them an Autopoint daily use set imprinted with your sales message. Includes Autopoint oversize pencil, with "grip tip"—lead can't wobble. Autopoint Postalett weighs letters and parcels to 8 ounces. Both made of Bakelite. And Autopoint pocket knife with high carbon steel sliding blade. In suede lined gift box. Advertised in Saturday Evening Post and other national magazines. A recognized value at reasonable prices. Send for sample set on approval. Ask about our line of quality leather goods.

Autopoint Co., Dept. SM-10, 1801 Foster Ave., Chicago, Ill.

### Autopoint

are you **SATISFIED**  
with your **PACIFIC COAST**  
**BUSINESS?**

... a competent, aggressive, experienced San Francisco executive, age 43, seeks greater opportunity in a new connection as MANUFACTURERS REPRESENTATIVE or BRANCH MANAGER. Technical education. Wide sales and administrative experience in Capital and Consumer goods. Highest credentials. A producer who will give you the highest type of representation. Box 488, Sales Management, 420 Lexington Ave., New York, N. Y.

## WDRC

"The Advertising Test Station  
In the Advertising Test City"

Maximum Coverage  
of the Major  
Connecticut Markets

Basic CBS Station

Hartford, Conn.

## PHOTOSTATS

COMMERCE PHOTO-PRINT  
CORPORATION

1 WALL STREET

233 Broadway 56 Pine St.  
80 Maiden Lane 33 W. 42nd St.  
Dlgbly 4-9135-6-7-8

## 1400 MARKETS AT A GLANCE

SALES MANAGERS NEED

SEND FOR  
CIRCULAR

HAGSTROM'S  
4-COLOR RETAIL

TRADING AREA MAP  
OF THE UNITED STATES

20 HESLEY ST. HAGSTROM COMPANY NEW YORK

IT'S  
New



## TIPS

Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

### New Uses for Bakelite Shown in "Molded" Booklet

If any subscribers marketing products which can utilize plastics, in the product or its package, have failed to secure previous issues of Bakelite's booklet, we recommend an immediate request for the new and seventh edition. It is a 48-page booklet, profusely illustrated, and interesting both as a technical and non-technical exposition of the uses of Bakelite. Among the specific industrial applications covered are electrical, automotive, mechanical, display, radio, hardware, packaging, and textile. Literally scores of products are illustrated, and so many and unusual are the applications shown that the booklet cannot fail to challenge the attention of marketing executives in practically every line of industry. From jewelry and dentures, grinding wheels and radio cabinets, wall panelling and door knobs, to water-resistant flexible coatings for fabrics, the range is apparently inexhaustible, and growing every year. Write for "Bakelite Molded," addressing Allan Brown, Bakelite Corporation, 247 Park Ave., New York, N. Y.

### Outdoor Advertising Markets Up 150% in Third Audit

The third annual audit of outdoor advertising "circulation" has just been released by the Traffic Audit Bureau, Inc. Rapidly assuming the proportions of the A.B.C. in the publication field, this edition of "Standard Circulation Values of Outdoor Advertising" accounts for 136,000 poster panels in the United States and Canada, out of a total of approximately 250,000 poster panels in the entire industry. Five thousand poster advertising plants are represented, which is an increase of more than 150% in the number of audited plants published in the 1935 edition. The currently audited plants represent a complete cross-section of the industry, and in some regions represent a complete audited coverage of all plants. In other areas where complete audited coverage has not been obtained—partly due to the impossibility of completing the physical audit in the elapsed time—the more important markets are included. Thus the report serves as a generally adequate guide to outdoor markets—and promises a much more complete analysis by next year, at the current rate of growth of the Audit Bureau activities. Metropolitan markets are analyzed, to show plant operators, population, number of panels available and cost of representative showings per month; also average gross circulation per day for a representative showing, average net advertising circulation per day (based on the estimate

of passers-by who can and do see the displays), and the average rate per thousand net advertising circulation, in cents. Towns and cities in the metropolitan market are listed, and a separate breakdown is given, as for the entire market, for the central city market. Concluding, a most complete list of cities, by states, is given, showing for each the poster advertising company operating, population covered, and a complete statement of panels available and costs for representative showings, as stated for the metropolitan market analyses. The edition is distributed only to members of the Traffic Audit Bureau, representing the advertisers and agencies, and to plant members. Executives using or contemplating the use of outdoor space who have not automatically received the analysis should apply directly to the Traffic Audit Bureau, Inc., 60 East 42nd Street, New York, N. Y., attention Dr. Miller McClintock.

### Providence Journal Presents Analysis of U. S. Food Markets

Executives responsible for food marketing will find in *Food Markets*, just off the presses of the Providence *Journal-Bulletin*, an invaluable guide to the qualitative value of the markets of the country. It presents as complete a picture as any that can be obtained on the purchasing of food in all states and 93 city markets. And by ranking these states and metropolitan markets on the basis of per cent of food to total sales, per capita food sales, and number of food outlets, a basis of comparison has been erected which is unique, to the best of our knowledge.

Based on the 1933 Census of American Business, the principal factors shown, for both states and cities, are: Population, dollar volume of all retail sales, dollar volume of food sales, percentage of food to total sales, rank of this percentage; per capita food sales, and rank; number of food stores, number of food stores per 10,000 population, and rank.

In publishing the material, the Providence *Journal-Bulletin* has adhered solely to these official statistics, and while naturally interested in the relatively high qualitative standing of Rhode Island and Providence, draws no direct promotional inferences—the figures telling their own story.

Other tables give the number of food stores by nine different groups, again for both states and metropolitan markets. Percentage figures for each group show the predominance of each type of outlet—and reveal some amazing comparisons.

Food store sales, by kinds of business, are shown for states and cities. A further breakdown gives per capita food sales, by kinds of business, with ranking columns for each; also by states and cities.

Concluding figures show wholesale food sales, by states only, with rankings for both the ratio to total sales, and the per capita food sales.

Copies of this study are available on request, and should be a "must" for executives in the industry, as well as advertising agents and distributors. Requests to Franklin B. Hurd, *Journal-Bulletin*, Providence, R. I.

### Correction

Neon Products, Inc., publishers of "Light on Point-of-Sale Advertising," is located in Lima, Ohio—not in Dayton, as incorrectly reported in the September 15 issue of this column. Our apologies to Neon Products, and to subscribers who obviously have not received copies requested at the Dayton address.

SALES MANAGEMENT



**EAST LIVERPOOL MERCHANTS**  
NEVER FAIL TO SUPPORT  
OUR COMMUNITY  
WHENEVER  
HELP IS NEEDED



Pay Rolls in East Liverpool Exceed \$6,300,000 Yearly

THIS IS THE RESULT OF A SERIES OF ADVERTISEMENTS DESIGNED TO MAKE RESIDENTS TRADE AT HOME. THE CHAMBER OF COMMERCE STATES THAT THE CAMPAIGN HAS BEEN SUCCESSFUL IN SECURING CUSTOMERS WHO FORMERLY WENT TO THE METROPOLITAN CITIES WHICH SURROUND EAST LIVERPOOL. THE TRI-STATE CREDIT BUREAU REPORTS THAT IT HAS FURNISHED 35% MORE REPORTS TO MERCHANTS IN THE CITY THAN A YEAR AGO.

**THE EAST LIVERPOOL REVIEW**  
A PUBLICATION RECOMMENDED BY A REPUTABLE COMMUNITY

For nearly a year the *Review of East Liverpool, Ohio*, has been running an effective series of full-page advertisements designed to make residents trade at home. The Chamber of Commerce states that the campaign has been successful in securing customers who formerly went to the metropolitan cities which surround East Liverpool. The Tri-State Credit Bureau reports that it has furnished 35% more reports to merchants in the city than a year ago.

## Media and Agencies

(Continued from page 510)

ture, has joined the eastern advertising staff. C. Stanley Taylor, former president of Taylor, Rogers & Bliss, consultants, has joined the technical service staff of the magazine. . . . W. W. Ross has been transferred from the Chicago to the New York offices of Williams, Lawrence & Cressmer Co., where he will be in charge of sales for all offices. . . . Yesterday, *True Story* representatives from all over the country assembled in New York for their annual convention. The boys are celebrating eight months of consecutive advertising gains over 1935. . . . M. M. Zimmerman announces a new monthly publication, *Super-Market Merchandising*, headed by himself as editor and publisher, R. M. Otis, associate editor and F. R. Grant, managing editor.

## Agency Changes

To Erwin Wasey & Co., Chicago, the Allis-Chalmers Manufacturing Co., Milwaukee, for a campaign to business executives. . . . The Chicago Title and Trust Co. to the Chicago office of Batten, Barton, Durstine & Osborn. . . . The Brown Co., of Portland, Me., to Fletcher & Ellis, Inc., New York, for the advertising and promotion of Solka. . . . B. F. Nelson Co., Minneapolis, makers of asphalt shingles, building papers, etc., to Olmsted-Hewitt, Inc., advertising agency of the same city. . . . The Arcy Corp., makers of a new type of dwelling utilizing steel frames, to Anderson, Davis & Platte, New York. . . . Sir William Worcestershire Sauce to W. I. Tracy, Inc., New York. . . . Edro Mfg., Inc., makers of lighters and cigarette holders, to Hanff-Metzger, Inc. . . . The Saurer-Diesel Engine Manufacturing Co., of Arbon, Switzerland, to U. S. Advertising

Corp., New York. . . . Ice Cooling Appliance Corp., Morrison, Illinois, to the Albert Kircher Co., Chicago, Ill. . . . Columbia Alkali Corp., to Evans, Nye & Harmon, New York. . . . Ybry, Inc., to Edwin M. Phillips & Co. . . . Avron Spiro-Cohn, Inc., advertising agency, Memphis. . . . J. E. Bloom, for many years with the Hearst organization, has joined the Blaine Thompson Co. advertising agency, as executive vice-president. . . . Garrett & Co., Inc., Brooklyn, N. Y., vintner, to United States Advertising Corp., New York. . . . National Salesmen's Training Association, Chicago, to Reincke-Ellis-Younggreen & Finn, Chicago. . . . Bovril of America, Inc., Camden, N. J., to N. W. Ayer & Son, Inc.

## Acushnet Drives Golf Balls Out of Loss Leader Sand

(Continued from page 457)

it is being majored in 1936 plans and will be further broadened for the 1936-37 Winter season.

Its mission is to tell the Acushnet story in dramatized fashion. The official demonstration proves the extreme accuracy, the toughness and the

golfing distance of the products. A driving machine drives the balls up to 400 yards carry; a machine chips balls up to 150 yards accuracy; a putting machine is used to show unequalled putting qualities; an X-ray machine illustrates the internal construction of the balls; a guillotine proves the toughness; as well as other tests of a similar nature.

The Caravan makes good use of motion to prove the quality. Demonstrations everywhere have been witnessed by golfers and interested persons, and have been a direct influence on sales. The car is offered free of charge for one day to each golf course.

At the present time Acushnet sells only to golf "pros"—the only firm in America to market directly to this source. As a means of making friends with "pros," Acushnet this year offered a free electric clock with purchases and each buyer also receives a neatly printed card, entitled, "Your Pro," to be placed where all golfer-students may read the "rules of the game."

## Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

### EXECUTIVES WANTED

**SALARIED POSITIONS, \$2,500 to \$26,000.** This thoroughly organized advertising service of 26 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

**METAL PRODUCTS MANUFACTURER (Midwest)** wants assistant to president, age 30-35, trained under a successful sales executive, to direct advertising, research, and sales promotional activities. State experience, college, degree, salary expected. Address Box 492, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

**WANTED—SALES ENGINEER FOR HANDLING** conveying equipment in Central West. Nationally known Conveyor Manufacturer. Give experience and references. Address Box 484, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### SALES MANAGER

Young . . . . . able . . . . . energetic  
Box 490, SALES MANAGEMENT  
420 Lexington Ave., New York, N. Y.

### PHOTO AD CARDS

**BOOST YOUR SALES THIS FALL—WITH** Photo Ad Cards. Effective because different. 1c postage. No cuts to buy. Used by corporations, business and professional people. Beautiful samples free. Write, Graphic Arts Photo Service, Third and Market Streets, Hamilton, Ohio.

### POSITIONS WANTED

**SOUTHERN SALES EXECUTIVE AVAILABLE**  
**OUTSTANDING SUCCESSFUL SALES EXECUTIVE** with proven record of accomplishments, extensive field experience giving good account of his sales activity. A line to Box 485, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y., will place you under no obligation.

**WEST COAST SALESMANAGER—EIGHT** years successful record organizing and developing new sales division on coast. Thorough acquaintance with conditions and trade in this area. I offer mature and proven background, initiative, self reliance and creative sales ability. Will be interested in connection offering opportunity for expression of these qualities and opportunity for good earnings. Address Box 489, SALES MANAGEMENT, New York, N. Y.

**ADVERTISING—MARKET RESEARCH—NINE** years' experience compiling and analyzing advertising-sales efforts by accounts, classifications and territories, make a background extremely valuable to a sales executive who wants to keep his markets and competition under constant scrutiny, or to an advertising agency with a market research department, or those contemplating the organization of such a department. Familiar with the use of market factors and preparation of reports and surveys. Experienced especially in interpretation of competitive advertising efforts by accounts, markets and media. Box 491, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

**THOROUGHLY EXPERIENCED EXECUTIVE** desires position where broad experience in sales and general management is needed. At reference. Reasonable salary. Go anywhere. Address Box 494, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### LINES WANTED

**SELLING ORGANIZATION HAVING ACCESS** to over twenty thousand retail outlets in Greater New York and Long Island seeking a concern desirous of securing distribution in that area. Address Box 495, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.





# C O M M E N T

BY RAY BILL

**G**OVERNMENT DEALS WITH ADVERTISING: Current releases from the Federal Trade Commission disclose some rather interesting cases apart from the usual run of stipulations and desist orders dealing with misrepresentations as to companies alleging they are manufacturers, that they enjoy certain geographical locations and that they do certain things which are not in fact true. One of the stipulations dealing with government orders is especially interesting now that the government has become the country's largest buyer of goods. We quote from the Commission's bulletin:

*Tidewater Electric Corporation, Norfolk Va., distributor of "Kelvinator" electric refrigerators, agrees to stop employing in its advertisements the assertion "Again the Government contract goes to Kelvinator," or other similar representations, alone or in connection with pictures of Government buildings, battleships, or property, so as to imply that the Government uses only Kelvinator equipment, or that Government awards are made to the Kelvinator Corporation, of Detroit, to the exclusion of all other refrigerator companies, or that the Government buildings, ships and properties illustrated are equipped entirely with Kelvinator refrigerators, when this is not the fact.*

Two other stipulations, one dealing with air conditioning and one with latex, are indicative of a part which FTC is likely to play in shaping up publicly accepted definitions for new industries. We quote again from the bulletin:

*The Corozone Air Conditioning Corporation, Cleveland, stipulates it will stop advertising any of its products as "air conditioners," or from representing in advertisements or otherwise that these devices will perform air conditioning, unless such apparatus actually belongs to the class of devices known to the trade and public as air conditioners. The stipulation points out that the words "air conditioning" signify control by a mechanical device of the temperature, humidity, and circulation of air in rooms, buildings, and railroad passenger trains, and that the non-performance of any one or more of these functions disqualifies a device for designation as an air conditioner, as understood by the trade and purchasing public.*

*International Latex Corporation, Rochester, N. Y., under its stipulation, will discontinue advertising by means of the words "Not rubber" or "Looks like rubber but isn't," or by means of other words of equivalent meaning, implying that its products are made of material other than rubber, when, according to the stipulation, these products are composed of a material consisting basically of rubber hydrocarbon obtained from the caoutchouc tree.*

The respondent also agrees to stop representations that its products prevent perspiration, make sweating impossible, or other similar assertions, and to desist advertising the word "sterilized" or other synonymous terms which may tend to deceive buyers into believing that the articles sold are free of bacteria, when this is not true.

Undoubtedly zealous copy writers and sales executives from time to time will go slightly overboard in the representations which are made about their respective products. It is interesting to note, however, that the corrective process

will not be left solely to self-regulation and voluntary censorship. While FTC may in certain instances seem somewhat unfair, we suspect that in the long run its "purifying of representations" will prove constructive not only from the standpoint of legitimate manufacturers, but also as regards increasing the *profitableness* of advertising.

**C**ONGRESSMAN PATMAN CARRIES ON: Those who may be hoping for an early burial of the Robinson-Patman Act will find little solace in the new bill which is to be proposed by the same energetic Representative from Texas. Congressman Patman's new bill clearly evidences his intent to push further legislation affecting what is commonly referred to as mass distribution. These are excerpts from his forthcoming bill:

"It shall be unlawful for any manufacturer or any affiliate of such manufacturer to directly or indirectly transport or cause to be transported, in commerce, any article or material produced by such manufacturer for sale or distribution at retail by such manufacturer or by an affiliate of such manufacturer.

"A person shall be deemed to be an affiliate of a manufacturer if such person controls or is controlled by, or is under common control with, such manufacturer.

"The exhibition of a motion picture, for a charge, shall be deemed to be a sale at retail.

"A person shall be deemed to control another person if having over the latter (A) actual or legal control, whether direct or indirect, or (B) any direct or indirect power or influence which can be used to affect, in any substantial manner, the policies or conduct of such other person affecting competitive relationships between persons engaged in the business of selling articles or materials at retail.

"This Act shall take effect three years after the date of its enactment."

Possibly in anticipation of such legislation and possibly for entirely different reasons deemed to be sufficient unto themselves, quite a number of manufacturers have been carrying on a continuing program of disposing of ownership and other types of control of retail outlets handling their products. Just how far this trend will develop either in a legislative manner or on a voluntary basis is not yet entirely clear. Meanwhile, however, many manufacturers are finding it advisable to strengthen consumer acceptance of their branded products through substantially increased advertising and sales promotion. While distribution setups are going through a more or less hectic state of flux, such a policy savors of sound insurance. It is also being aided and abetted in no small degree by the new tax law which takes a juicy slice out of profits not declared as dividends but recognizes advertising and sales promotion expenditures as deductible operating expense.

**MORE BLUE RIBBONS**

**FOR THE NBC BLUE NETWORK**

**and for BLUE Network  
advertisers!**

**B**ECAUSE of its steady growth in the field of star programs, the NBC Blue Network continues to deliver the tremendous national following which, in turn, delivers such great sales results to America's foremost advertisers.

*A great sales medium—  
Growing Greater!*

Proof of the NBC Blue Network's ability to deliver both notable entertainment and notable sales is found in the number of advertisers who renew on the Blue. These are the people who have Tried It—and Come Back for More! *It pays.* The NBC Blue holds its clients and its talent, and adds to them constantly. New names are appearing in the list—the Blue Ribbons of Big Business are putting their chips on the Blue Ribbon Program Winners of NBC.

*Have you received a copy of "GREAT AND GROWING GREATER," which tells in detail of the many important improvements in the NBC Blue Network? We'll be glad to send it!*

**The Blue Network's  
Blue Book of advertisers:**

American Can Company  
American Home Products Company  
Ford Motor Company Dealers  
General Foods Corporation  
\*General Shoe Corporation  
Goodyear Tire & Rubber Company  
Horlick's Malted Milk Corporation  
Household Finance Corporation  
Andrew Jergens Company  
Jergens-Woodbury Sales Corporation  
The Kellogg Company  
Lamont Corliss & Company  
Miles Laboratories, Inc.  
Modern Food Process Company (October 6)  
National Business Company (October 2)  
Pacific Coast Borax Company  
The Procter & Gamble Company  
Radio Corporation of America  
\*Radio Guide, Inc. (October 2)  
Real Silk  
Sinclair Refining Company  
Standard Brands  
Sterling Products Company  
Sun Oil Company  
Tastyeast, Inc.  
The Wander Company  
William R. Warner (October 5)  
Wasey Products Company  
G. Washington Coffee Refining Company  
Welch Grape Juice Company

**NOTES:**

\* New Network Broadcast Advertisers  
Parentheses indicate the date programs start

*The Greater*



**NBC BLUE NETWORK**

SERVING ALL PRINCIPAL MARKETS IN THE UNITED STATES

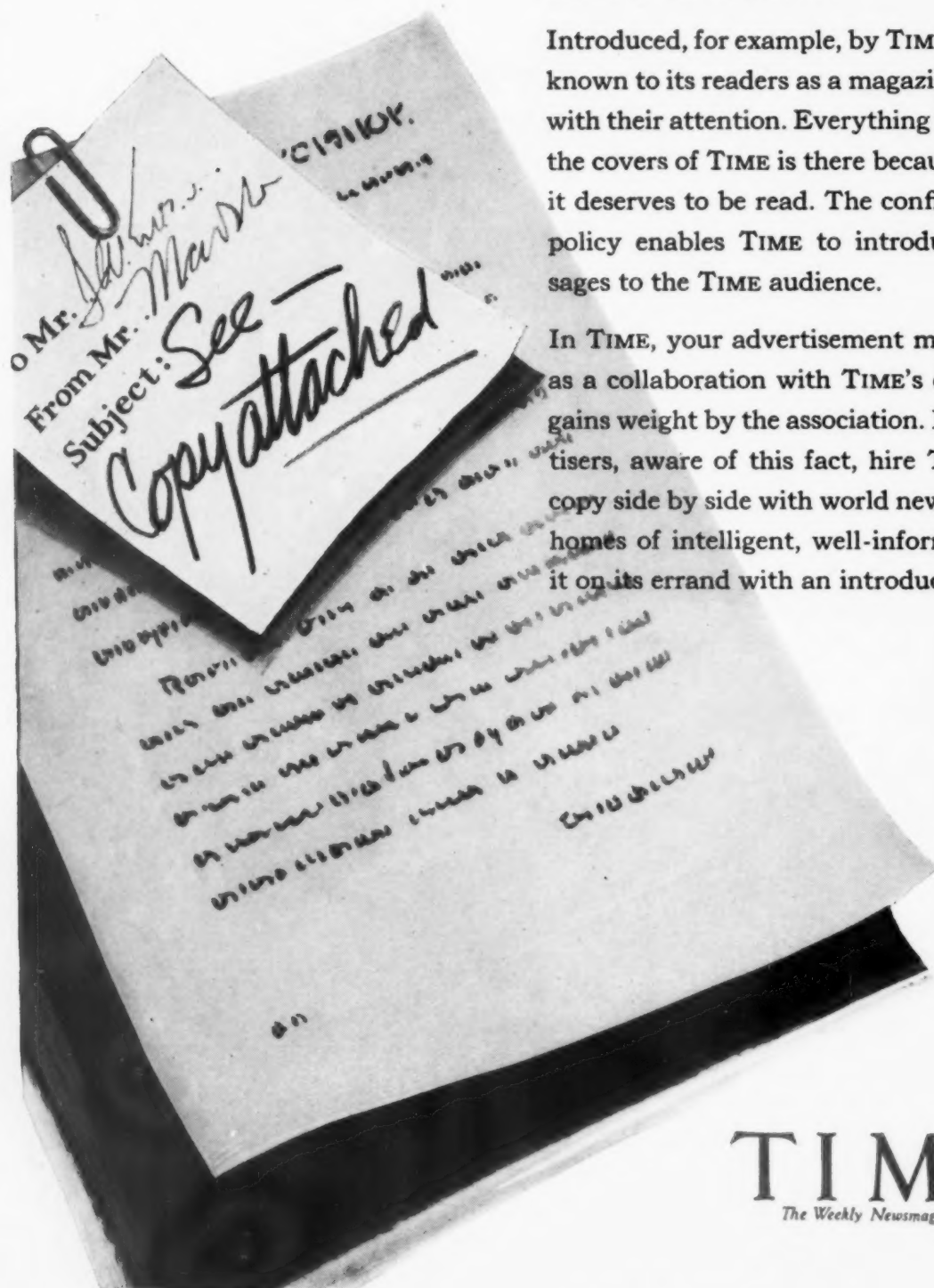
A

brief note from someone you know—someone who counts—secures your attention for a piece of paper which might otherwise lie on your desk for a week, unread.

Your advertisement, however potent its message, gains weight and attention value when it is strongly introduced to the reader. . . .

Introduced, for example, by TIME. TIME has long been known to its readers as a magazine that does not trifle with their attention. Everything that appears between the covers of TIME is there because the editors believe it deserves to be read. The confidence earned by this policy enables TIME to introduce advertisers' messages to the TIME audience.

In TIME, your advertisement may fairly be regarded as a collaboration with TIME's editors. Inevitably, it gains weight by the association. More than 800 advertisers, aware of this fact, hire TIME to publish their copy side by side with world news; to carry it into the homes of intelligent, well-informed people; to speed it on its errand with an introduction by TIME.



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